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United States
Department of Defense

Evaluation of the
DoD Safety Program

December 12, 2008
Report No. IE-2009-003

DoD Guard & Reserves
Safety Survey



DEPARTMENT OF DEFENSE OFFICE OF INSPECTOR GENERAL

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Maj. Gen. John R. Vines, Commander Coalition Task Force 82, and Brig. Gen. C. William Fox, Deputy Chief Joint Staff 180, salute as the remains of an airman killed in action pass by them, during a ceremony held at Bagram Air Field, Afghanistan.

(U.S. Army photo by Sgt. 1st Class Milton H. Robinson)



Active Duty

Aviation Ordnanceman Airman Brian Miller of Cleveland, Ohio, assigned to the "Mighty Shrikes" of Strike Fighter Squadron Nine Four secures the fins on an AIM-7 Sea Sparrow missile attached to an F/A-18E Super Hornet on the flight deck of the nuclear powered aircraft carrier USS Nimitz (CVN 68).

(U.S. Navy photo by Photographer's Mate 3rd Class Maebel Tinoko)

Civilian

A civilian construction worker removes a nail from a board during construction of a new cement security wall, Incirlik Air Base, Turkey.

(U.S. Air Force photo by Senior Airman Matthew Hannen)



Guard & Reserve

Pfc. Melissa M. Telaak, from 1st Platoon, 164th Military Police Company, pulls convoy security duty in Kabul, Afghanistan.

(This photo appeared on www.army.mil)

NATIONAL SAFETY COUNCIL

MISSION STATEMENT

To educate, protect and influence society to adopt safety, health and environmental policies, practices and procedures that prevent and mitigate human suffering and economic losses.

Evaluation of the DoD Safety Program

DoD Guard & Reserve Safety Perception Survey Results

December 2008

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A Crystal Focus Review



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The Directorate of Inspections and Evaluations conducts objective and independent customer-focused management and program inspections addressing areas of interest to Congress and the Department of Defense, and provides timely findings and recommendations leading to positive changes in programs.

Purpose

This report describes the results of the 2007 Department of Defense (DoD) biennial safety perception survey for the DoD Reserve Component population group. Since 2003, the Secretary of Defense has issued several memoranda directing senior leaders to reduce preventable accidents. On May 30, 2007, the Secretary of Defense established the goal of “zero preventable accidents.” This survey is one of many DoD Inspector General (IG) efforts to assist the DoD community at-large to prevent accidents and improve the Department’s safety program. The offices of the Secretary of Defense, Combatant Commanders, and Services should review these results to measure safety climate and cultural changes, identify trends, and target safety prevention opportunities.

Methodology and Scope

To establish a sustainable safety survey process, in 2004 the DoD IG partnered with the National Safety Council (NSC) and the Defense Manpower Data Center to develop and administer a DoD safety perception survey for three population groups—Active Duty, DoD Civilians, and Guard and Reserves. The first series of surveys were completed in 2005. Subsequently, the Under Secretary of Defense for Personnel and Readiness requested that the surveys be repeated every two years, using the 2005 results as a baseline for measuring changes and progress.

The DoD IG team adapted the 50-question NSC Safety Barometer Survey and modified it to fit the DoD environment. This methodology allows the survey results to be compared against the Safety Barometer Survey database of over 230 organizations. The 2007 survey was sent to 65,292 Guard/Reserve personnel and 20,439 responded for a 33 percent (weighted) response rate. The items are grouped into six main program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

Survey Results

The overall Guard/Reserve percentile score was a moderate high 62 out of a possible 100, meaning 38 percent of the organizations in the database had a more positive perception of safety (and thus a higher overall score) than Guard/Reserve personnel. Guard/Reserve scores on the main safety program categories ranged from a below average 46 for Safety Support Activities to a very high 91 for Organizational Climate. Guard/Reserve scores were above the 50th percentile for 33 of the 50 survey items. Overall, this ranks the perception of Guard/Reserve members as above average to other organizations in the NSC database; an increase from the 2005 Survey. The Air Force again generated the most positive safety program perceptions, although there was a minor decline since 2005. Navy results continue to be moderate. The Army results showed improvement to average since 2005. The Marine Corps had a 10 point decline.

GENERAL INFORMATION

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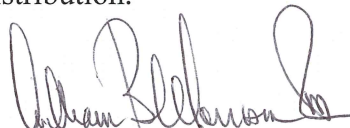
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REPORT TRANSMITTAL

We are providing this report for your information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form.

We appreciate the courtesies extended to the staff. Please direct questions to Mr. Gregory D. Sampson at (703) 604-9104 (DSN 664-9104) or Mr. George P. Marquardt at (703) 604-9159 (DSN 664-9159). See Appendix J for the report distribution.



Wm Brem Morrison, III
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TABLE OF CONTENTS

EVALUATION OF THE DoD SAFETY PROGRAM

GUARD & RESERVE SAFETY PERCEPTION SURVEY RESULTS

1 Department of Defense Safety Perception Surveys – 2007	1
1.1 Introduction	1
1.2 Survey Purpose and Objectives	1
1.3 Background	2
2 Summary—Guard/Reserve Safety Perception Survey	3
2.1 Overview	3
2.2 Results	3
2.2.1 Summary of Results	3
2.2.2 Use of Results	4
3 Guard/Reserve Safety Perception Survey Results	5
3.1 Introduction	5
3.2 The National Safety Council Partnership	5
3.3 Survey Administration	5
3.3.1 Survey Form	5
3.3.2 Web-based Survey	6
3.4 Survey Analysis	6
3.4.1 Survey Questions	6
3.4.2 Survey Analysis	6
3.5 Results	7
3.5.1 Results for the Total Population as Compared to the NSC Database	7
3.5.2 Highest Performing Items	11
3.5.3 Lowest Performing Items	12
3.5.4 Comparisons by Survey Year	14
3.6 Percentile Scores of Program Categories	16
3.7 Comparison of Survey Responses by Personnel Subgroups	18
3.7.1 Comparison by Grade	18
3.7.2 Comparison by Work Location	20
3.7.3 Comparison by Branch of Service	24
3.7.3.1 Standardized Items	24
3.7.3.2 Program Categories	27
3.7.3.3 Work Locations	29
3.8 Army-Guard	33
3.9 Army-Reserve	40
3.10 Navy-Reserve	49
3.11 Marine Corps-Reserve	55
3.12 Air Force-Guard	63
3.13 Air Force-Reserve	68
4 Conclusions	74
4.1 Overview	74

4.2 Path Forward	74
4.3 List of Report Conclusions	75
Appendices	
Appendix A	SecDef Memorandum -- Zero Preventable Accidents77
Appendix B	Scope and Methodology78
Appendix C	Safety Barometer Survey Form.....79
Appendix D	Safety Barometer Question Number Key.....81
Appendix E	NSC Methods and Data Analysis84
Appendix F	Response Distributions by Grade87
Appendix G	Response Distributions by Work Locations.....96
Appendix H	Response Distributions by Reserve Component108
Appendix I	Acronyms123
Appendix J	Report Distribution.....124

1 Department of Defense Safety Perception Surveys—2007

1.1 Introduction

This report describes the results of the second series of the DoD biennial safety perception survey for the Guard and Reserve population group.

As one of many initiatives to improve the Department of Defense (DoD) safety program, the Under Secretary of Defense for Personnel and Readiness directed the use of the biennial safety perception survey to periodically measure the DoD safety climate and culture. The first series of the survey were completed in 2005—and serves as the baseline for this and subsequent surveys.

The survey looks at three population groups:¹

- Active Duty (enlisted and officers O-6 and below, all Services)
- DoD Civilians (all grades below Senior Executive Service)
- Guard and Reserves (enlisted and officers O-6 and below, all Services)

As designed, this report, and follow-on reports, can be used to compare and contrast results against the 2005 baseline survey. Therefore, DoD personnel, program managers, and decision makers can examine the results to measure safety climate and culture changes, identify trends, and target safety prevention opportunities.

Completed safety survey reports are posted on <http://www.dodig.mil/Inspections/IE/Reports.htm>

1.2 Survey Purposes and Objectives

The purposes of the survey program are to:

- Assist DoD managers develop strategies to improve the effectiveness of the DoD safety program;
- Facilitate management's processes to achieve the Department's goal of zero preventable accidents.²

The objectives of the survey program are to:

- Measure employees' perceptions of the safety culture throughout DoD;
- Establish a safety climate baseline for 2005 and biennially measure progress against that baseline.

¹ The DoD IG also administered a safety survey to all DoD senior leaders—and that survey will be repeated every four years (see <http://www.dodig.mil/Inspections/IE/Reports.htm>).

² See App A for Secretary of Defense Memorandum, "Zero Preventable Accidents," May 30, 2007.

Safety Culture consists of values, attitudes, perceptions, competencies and behavior of the people that make up the organization. In an organization with a positive safety culture there are high levels of trust; people agree that safety is important and that safety management systems are effective.

Safety Climate consists of attitudes and perceptions but does not contain values, competencies and behavior. It differs from safety culture since it is specific to one time and location. It can be used as an indicator of the underlying safety culture.

These definitions indicate that safety climate is a sub-set of safety culture, which is a broader, more enduring organizational feature.

1.3 Background

The DoD Inspector General partnered with the National Safety Council (NSC) (<http://www.nsc.org/>) and the Defense Manpower Data Center (<http://www.dmdc.osd.mil/>) to develop, administer, and analyze the safety surveys.

The DoD IG team adapted the NSC *Safety Barometer Survey* and modified it to fit the DoD environment. The survey captured employees' perceptions on a broad spectrum of elements that contribute to successful safety management. Over 230 organizations—in and out of government—have used the Safety Barometer Survey and the NSC maintains a data base of all the survey results. Consequently, the data base provides an excellent repository to benchmark results against other organizations and to generate comparative percentile scores on a scale of 0 to 100. A further benefit of this approach is that management can analyze the responses at the lower end of the percentile scores and identify and prioritize potential problem areas.

The 2005 perception survey consisted of 50 questions: 46 were adapted from NSC's 50 Safety Barometer questions and 4 were customized to include DoD special interest in off-duty safety issues.³ The 2007 survey used all 50 questions in the original NSC survey and deleted the customized questions. This change had no statistical effect on the comparison of individual items, program categories, and any other sub-groups. These can be compared across survey years with sound statistical certainty. Because of these changes, though, survey statements were assigned different identifiers across survey years. The "question number key" in Appendix D cross-references NSC numbers used in this report with those used in the 2005 report.

The Defense Manpower Data Center administered the safety survey as part of the Status of Forces annual survey. Response rates for the 2007 and 2005 surveys for the three population groups are shown. The response rates are considered "good" for this type of survey.

Survey Response Rates

Population Group	2007 (%)	2005 (%)
Active Duty	31	48
DoD Civilian	65	63
Guard and Reserves	33	36

³ The Senior Leader survey conducted in 2005 had 17 questions—12 multiple choice, 3 demographic, and 2 open-ended, write-ins. The next Senior Leader survey is planned for 2009.

2 Summary – Guard/Reserve Safety Perception Survey

2.1 Overview

The DoD safety perception survey was a Web-based survey sent to 233,747 DoD active duty, civilian, and reserve component personnel in the spring of 2007 as part of the Defense Manpower Data Center annual personnel survey. Of the 65,292 guard/reserve selected to receive the survey, 21,439 eligible respondents completed the survey. The weighted response rate was 32.8 percent.

This survey was designed to assess the overall safety climate of the Department of Defense as perceived by the Department of Defense member. The survey had 50 items. The 50 items were grouped into six standard program categories: 1-Leadership Participation, 2-Supervisor Participation, 3-Personnel Participation, 4-Safety Support Activities, 5-Safety Support Climate, and 6-Organizational Climate.

2.2 Results

2.2.1 Summary of Results

Personnel who participated in the Safety Barometer survey were asked to indicate their level of agreement or disagreement with a variety of safety and work-related statements. Respondents replied on a 5-point scale from strongly agree to strongly disagree.

Guard/Reserve survey responses were compared with responses from the 232 participating organizations in the National Safety Council (NSC) database at the time of the initial DoD survey in 2005. These responses generate comparative percentile values. The overall guard/reserve percentile score was a moderate 62 out of a possible 100, an improvement from the same population's moderate score of 57 in 2005. Guard/Reserve scores on the six standard safety program categories ranged from a below average 46 percent for Safety Support Activities to a very high 91 percent for Organizational Climate. Guard/Reserve average response scores are above the 50th percentile for 33 of the 50 individual standard items in the survey, an increase from 24 above average items in 2005.

The safety program items with comparative percentile scores below 50 percent should receive attention. Guard/Reserve scored below the mean on the 17 Safety Barometer items listed below. There are 16 repeat items which from the 2005 survey are noted with the date at the end of the item title. This convention is used throughout the report.

They are presented in order from lowest (19) to highest (48) percentile score.

- *Personnel following lockout/tagout procedures - 2005*
- *Effectiveness of command safety officer in improving safety conditions - 2005*
- *Personnel believing that their actions can protect other personnel - 2005*
- *Leadership publishing a policy on the value of personnel safety - 2005*
- *Unit personnel assignment stability*
- *Presence of safety training in new personnel orientation - 2005*
- *Frequency of safety meeting occurrence - 2005*
- *Leadership stressing the importance of safety in communications - 2005*
- *Leadership setting annual safety goals - 2005*
- *Leadership participating in safety activities on a regular basis - 2005*
- *Supervisors acting on personnel safety suggestions - 2005*
- *Availability of safety officer to provide assistance - 2005*
- *Belief that personnel understand safety regulations - 2005*
- *Supervisors reducing personnel's fear of reporting safety problems - 2005*
- *Personnel taking part in the development of safety requirements - 2005*
- *Frequency of detailed and regularly scheduled inspections - 2005*
- *Belief that leadership is sincere in safety efforts - 2005*

For all six program categories and overall, higher-rank and grades generated the most positive perceptions among Guard/Reserve personnel, with a strong pattern of increasingly positive safety perceptions with the higher rank and grades. Substantial dissimilarities in perceptions among work locations were found, with those in Flightline continuing to have the most positive perceptions while Other Location personnel hold the least positive perceptions. Reserve Component analyses show Air Force-Guard and Air Force-Reserve continuing to generate the most positive safety program perceptions (with overall percentile scores of 86 and 83, respectively), followed by Navy-Reserve with a score of 71. Army improved the most since 2005 (10 points or more) with both its Guard and Reserve currently generating above average, moderate scores in the 50s. Conversely, the overall score for Marine Corps-Reserve decreased 10 points since 2005, with a current moderate, yet below average score of 49.

2.2.2 Use of Results

The findings in this report should be used for making safety program improvements. The comparative percentile scores may aid in establishing improvement priorities in DoD overall, as well as tailoring improvements to specific subgroups with low scores. The data should also be compared to 2005 results to measure and identify trends in safety perceptions.

3 Guard/Reserve Safety Perception Survey Results

3.1 Introduction

This report documents the biennial 2007 results of the Guard/Reserve portion of the DoD Safety Perception Survey, to include comparison to the initial 2005 survey of Guard/Reserve personnel. This survey was designed to assess the overall safety climate of the Armed Services, both on- and off-duty, including active duty, civilian (Report IE 2009-002), and Guard and Reserve component (Report IE 2009-003) members.

3.2 The National Safety Council Partnership

In April 2005, the DoD IG entered into a contract arrangement with the National Safety Council (NSC) to assist the evaluation team develop, administer, and analyze the safety perception surveys. To the extent possible, the survey design was based on the NSC Safety Barometer survey, which allowed the evaluation team to benchmark results against the NSC database of responses from 232 government and non-government organizations. Inclusion of benchmarked data offers additional perspective to understand population perceptions. A further benefit of this approach was the capability to generate a prioritized problem area list based on the comparison.

The analyses that follow compare active duty responses to other organizations' responses in the NSC database by using comparative percentile scores. Responses by personnel subgroups were also compared to develop a more specific understanding of each subgroup's assessment, with priorities customized and targeted for each group. The results can be used to facilitate management decisions to improve the safety program and reduce mishap and accident rates.

3.3 Survey Administration

3.3.1 Survey Form

To take advantage of the NSC data base, the questions and responses were adapted to be compatible with the Safety Barometer survey and used a 5-point scale from strongly agree to strongly disagree. The standardized items were based on climate-related statements in the Safety Barometer survey, with slight wording changes to adapt the statements to DoD terminology. They represent six fundamental safety program categories:

- ◆ Leadership Participation
- ◆ Supervisor Participation
- ◆ Personnel Participation
- ◆ Safety Support Activities
- ◆ Safety Support Climate
- ◆ Organizational Climate

3.3.2 Web-Based Survey

The Defense Manpower Data Center (DMDC) conducted this survey via the Web as part of an annual Status of Forces survey. DMDC collected data and provided a consolidated data-set to the NSC. See Appendix B for methodology.

3.4 Survey Analysis

3.4.1 Survey Questions

Items in the survey present either a positive or negative description or perception of the safety program. For example, “Good teamwork exists within our unit” is a positive item, while “Safety takes a back seat to performing duties” is a negative item. Interspersing negative and positive items helps ensure respondents focus on the topic of the questions, rather than give a blanket response for all items.

3.4.2 Survey Analysis

For each item, an average response score is determined by assigning a value of +2 for a strongly positive response; +1 for a positive response; 0 for a neutral response; -1 for a negative response; -2 for a strongly negative response; and then calculating the average value of all responses for that item. For example, a survey response of “Strongly Agree” is scored +2 for a positive item such as “Good teamwork exists within our unit.” However, a response of “Strongly Agree” is scored -2 for “Safety takes a back seat to performing duties,” because it is a strongly negative response. In order to compare items and rank order their average response scores, all statements must be construed as positive. A higher average response score then indicates a more favorable response than a lower average response score, and items can be compared as apples to apples. For the scores to make sense as presented in the following figures, negative items such as “Safety takes a back seat...” are changed to, “Priority of safety issues relative to performing duties...” a positive rephrasing. See Appendix E for more information regarding methods of analysis.

The tables, figures, and charts to follow present safety program issues ranked by priority. Analyzing data from demographic subgroup identifiers allows for comparing responses across personnel categories, and ultimately, setting priorities at the subgroup level. Inferences regarding the prioritization of problem areas can be made from these graphics.

Response frequency and percent distribution of responses for all survey items are shown in Appendix D. Response frequency and percentage distributions by grade, work location, and

Reserve Component are presented in appendixes F, G, and H, respectively. Appendix I is the list of acronyms, and Appendix J is the report distribution list.

3.5 Results

3.5.1 Results for the Total Population as Compared to the NSC Database

Table 1 shows the percent distribution of responses, the average response score, and a comparative percentile score (first column of numbers) for each item. The comparative percentile score measures how Active duty survey participants' opinions compare to the 232 organizations in the NSC database for each of the 50 standard Safety Barometer items. A comparative percentile score expresses the percentage of database companies with a lower average response score than Guard/Reserve respondents.

Table 1
Percentile Scores, Percent Distribution of Responses, and Average Response Scores

Category ¹	Statement Number and Component	Percentile Score ²	Percent Distribution of Responses					Average Response Score ³
			Strongly Positive	Positive	Neutral	Negative	Strongly Negative	
OC	47 Significance of job stress as a problem for personnel	100	12.9%	34.1%	41.7%	7.9%	3.3%	0.46
OC	9 Condition of unit teamwork	96	23.3%	48.6%	19.0%	6.4%	2.7%	0.83
SSC	45 Perception that good environmental conditions are kept	86	11.9%	45.9%	34.3%	6.1%	1.8%	0.60
OC	2 Frequency of personnel/leadership interactions	82	25.8%	45.2%	17.8%	8.6%	2.6%	0.83
LP	31 Leadership setting a positive safety example	82	15.1%	44.2%	34.4%	4.6%	1.6%	0.67
OC	16 Condition of personnel morale	82	13.2%	35.7%	27.4%	15.3%	8.4%	0.30
SSC	3 Priority of safety issues relative to performing duties	77	22.8%	40.3%	21.7%	10.0%	5.2%	0.66
SP	44 Supervisors investigating safety incidents	74	11.3%	39.1%	44.3%	4.1%	1.1%	0.56
LP	40 Leadership including safety in job promotion reviews	74	10.5%	30.5%	46.2%	9.1%	3.8%	0.35
SSA	33 Quality of preventative maintenance system operation	74	9.0%	31.4%	43.4%	12.3%	4.0%	0.29
SSC	36 Belief that hazards not fixed right away will still be addressed	73	9.4%	35.2%	41.7%	10.5%	3.1%	0.37
SSC	10 Belief that leadership shows it cares about personnel safety	70	24.2%	47.8%	21.3%	4.4%	2.3%	0.87
LP	21 Leadership providing adequate safety staff	70	17.1%	41.9%	34.4%	5.1%	1.5%	0.68
PP	20 Personnel using standardized precautions for hazardous materials	69	21.6%	45.0%	30.9%	1.7%	0.7%	0.85
SP	32 Supervisors integrating safety into the performance of duties	69	15.1%	43.4%	36.6%	3.7%	1.2%	0.68
SP	38 Supervisors providing helpful safety training	69	12.9%	44.3%	37.9%	3.9%	1.0%	0.64
PP	1 Personnel identifying and eliminating hazards	68	37.7%	43.1%	15.6%	3.1%	0.6%	1.14
SP	19 Supervisors enforcing safe job procedures	67	21.4%	50.5%	24.5%	2.7%	0.9%	0.89
SP	5 Supervisors maintaining a high safety performance standard	65	24.9%	45.8%	23.9%	3.7%	1.9%	0.88
PP	37 Personnel take part when accident or incident investigations occur	65	9.1%	38.6%	47.3%	3.9%	1.0%	0.51
SSA	15 Thoroughness of near miss accident/incident investigation	63	13.7%	34.0%	43.2%	7.4%	1.8%	0.50
SSC	48 Belief that leadership insists supervisors think safety	61	17.1%	45.1%	34.4%	2.6%	0.8%	0.75
SSA	13 Presence of personnel well-trained in emergency response	57	15.6%	39.4%	35.0%	7.8%	2.2%	0.58
SSC	23 Safety standard level relative to standard duty performance level	57	4.8%	22.1%	50.3%	17.9%	5.0%	0.04
PP	46 Personnel using necessary personal protective equipment	56	10.2%	34.7%	40.2%	11.9%	2.9%	0.37
SP	24 Supervisors understanding personnel's job safety problems	55	15.1%	46.5%	34.5%	2.9%	1.1%	0.72
SSA	29 Occurrence of emergency response procedures testing	54	7.5%	28.6%	44.4%	14.8%	4.8%	0.19
SP	12 Supervisors behaving in accord with safety procedures	53	25.4%	42.6%	22.5%	6.3%	3.2%	0.81
SSC	35 Perception that the safety officer has high status	53	10.3%	27.1%	52.3%	7.6%	2.7%	0.35
PP	4 Personnel being involved in safety practices	52	14.1%	38.8%	34.5%	10.1%	2.5%	0.52
SSC	39 Perception that medical facilities are sufficient	51	12.3%	35.8%	38.3%	9.0%	4.6%	0.42
SSA	22 Effectiveness of recognition programs in promoting safe behavior	51	5.8%	23.4%	48.3%	16.5%	6.1%	0.06
SSC	17 Belief that leadership does more than law requires	50	10.1%	33.6%	36.5%	14.9%	4.9%	0.29
SSC	27 Belief that leadership is sincere in safety efforts	48	21.1%	46.4%	27.6%	3.6%	1.4%	0.82
SSA	6 Frequency of detailed and regularly scheduled inspections	46	15.2%	35.4%	39.0%	8.0%	2.5%	0.53
PP	50 Personnel taking part in the development of safety requirements	44	6.6%	28.6%	48.4%	12.5%	4.0%	0.21
SP	43 Supervisors reducing personnel's fear of reporting safety problems	42	14.1%	41.9%	34.9%	6.0%	3.0%	0.58
PP	18 Belief that personnel understand safety regulations	39	24.8%	54.7%	18.2%	1.7%	0.7%	1.01
SSA	41 Availability of safety officer to provide assistance	38	11.6%	33.1%	46.9%	6.4%	2.0%	0.46
SP	28 Supervisors acting on personnel safety suggestions	37	12.0%	34.7%	41.4%	8.1%	3.7%	0.43
LP	34 Leadership participating in safety activities on a regular basis	33	11.4%	32.9%	47.5%	6.4%	1.8%	0.46
LP	49 Leadership setting annual safety goals	33	10.7%	30.5%	50.1%	6.6%	2.0%	0.41
LP	7 Leadership stressing the importance of safety in communications	33	13.8%	33.8%	27.3%	17.1%	8.0%	0.28
SSA	8 Frequency of safety meeting occurrence	30	6.4%	28.5%	39.8%	19.3%	6.0%	0.10
SSA	26 Presence of safety training in new personnel orientation	27	16.7%	37.0%	35.9%	8.1%	2.3%	0.58
OC	42 Unit personnel assignment stability	27	8.9%	34.5%	43.6%	9.3%	3.7%	0.36
LP	14 Leadership publishing a policy on the value of personnel safety	26	16.8%	38.7%	35.0%	6.9%	2.5%	0.61
PP	11 Personnel believing that their actions can protect other personnel	25	33.9%	51.7%	13.0%	0.9%	0.5%	1.18
SSA	30 Effectiveness of command safety officer in improving safety condition	25	10.5%	34.3%	48.8%	5.1%	1.3%	0.48
PP	25 Personnel following lockout/tagout procedures	19	10.5%	26.7%	56.1%	4.7%	1.9%	0.39

¹ LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate

² A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is from 0 to 100.

³ Calculated by assigning a value of +2 for strongly positive response; +1 for a positive response; 0 for neutral response; -1 for a negative response; and -2 for a strongly negative response.

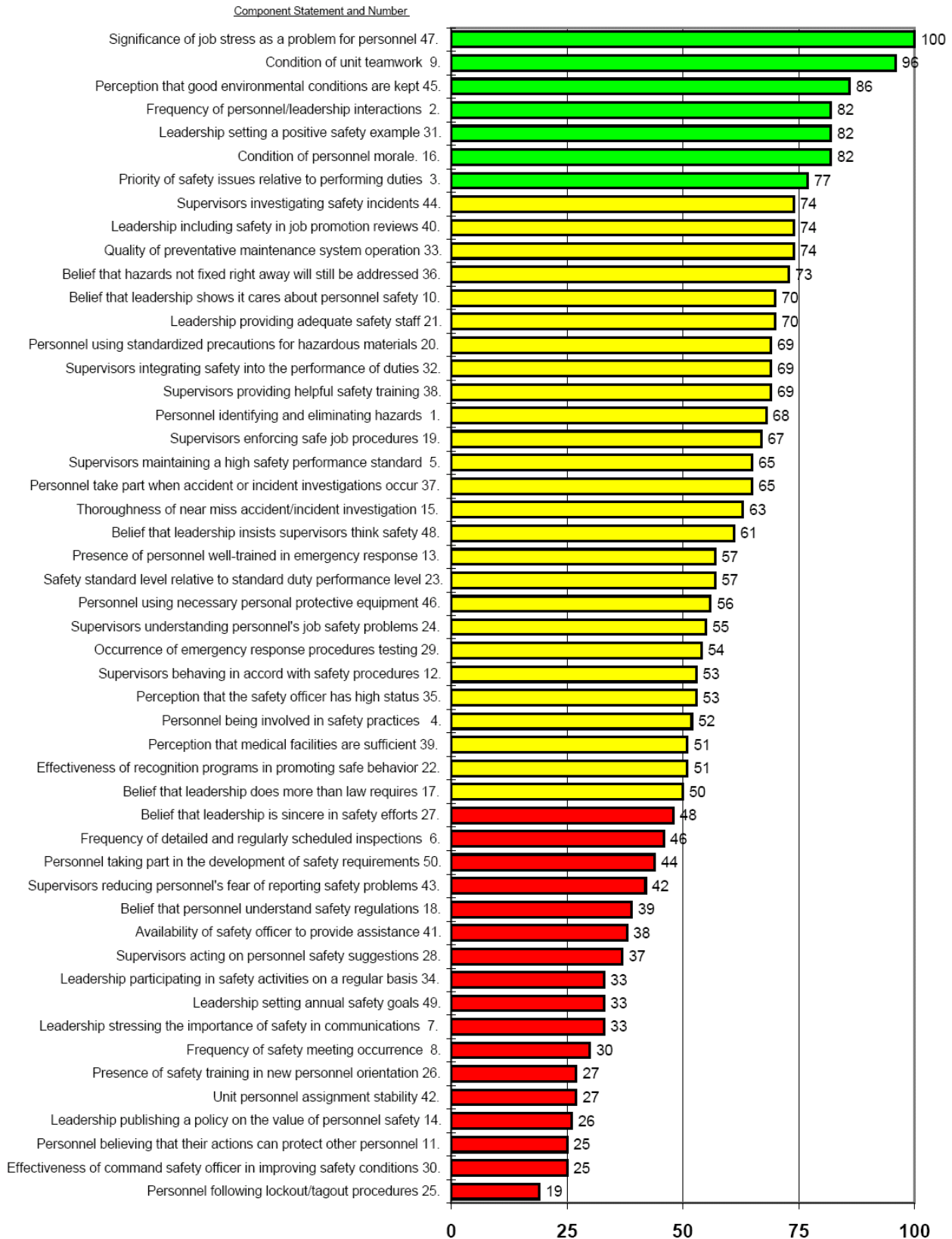
In the 2005 Safety Barometer, DoD substituted four standard survey items with customized items. In 2007, all 50 standard Safety Barometer items are included. Because of these changes, each statement may not be assigned the same question letter across survey years. To compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key in Appendix D provides a cross-reference between the NSC numbers used in this report and the question lettering schemes used for the 2005 and 2007 Safety Barometer survey instruments.

Items with the highest average response scores are not necessarily the best performing items. Comparing average response scores with those of other organizations provides a valuable frame of reference. Since some statements tend to be answered more positively or negatively than others, comparing results against the NSC database automatically adjusts for the varying difficulty of the survey statements. A rank order of comparative percentile scores better illustrates where the problem areas lie than a rank order of average response scores.

Items in Figure 1 are listed in order of decreasing comparative percentile scores. Items with identical comparative percentile scores are ordered by average response score, from best to worst. At the top of the table are items that were more highly ranked among Guard/Reserve responses compared with other establishments' responses. Items at the bottom of the table are those that were evaluated less positively compared with responses from other establishments. Items with identical percentile scores are ordered by average response score from best to worst.

The majority of personnel opinions regarding the Guard/Reserve safety program were moderately high compared to the NSC database participants. Of the 50 program items, 33 received above average percentile scores of 50 or above, while 17 received below average scores. Only two elements achieved a very high percentile score above 90 and four other elements achieved a high score above 80. One element generated a very low percentile score below 20.

Figure 1
Comparative Percentile Scores of Safety Program Items – 2007



3.5.2 Highest performing items

As shown in Table 1, the ten highest performing program items received percentile scores of 74 and above. These consist of four Organizational Climate elements, two elements each for Leadership Participation and Safety Support Climate categories, and one element each for Supervisor Participation and Safety Support Activities categories. There were no program items from the Personnel Participation category in the current group of higher-scoring items.

The most highly rated Leadership Participation and Supervisor Participation items (with their percentile scores) are:

Q31 Leadership setting a positive safety example (82) - 2005

Q44 Supervisors investigating safety incidents (74) - 2005

Q40 Leadership including safety in job promotion reviews (74) - 2005

As in 2005, more than half the respondents feel that leadership sets a positive safety example through their words and actions (Question [Q] 31) and that their supervisor always investigate safety incidents (Q44). Over 40 percent of Guard/Reserve personnel indicate that leadership considers a person's safety performance when determining promotions (Q40). Similar to 2005 results, an additional 34-46 percent of participants provided neutral "neither agree nor disagree" responses for each of these items. High rates of neutral responses (above 30 percent) are usually associated with low-ranking program items, rarely with the upper percentiles. Although neutral responses are neither negative nor positive, large percentages of neutral responses often indicate that an element is not sufficiently visible from the perspective of personnel or that the element is not considered relevant by personnel.

The highly rated Safety Support Activities and Safety Support Climate program items are:

Q45 Perception that good environmental conditions are kept (86) - 2005

Q3 Priority of safety issues relative to performing duties (77) - 2005

Q33 Quality of preventative maintenance system operation (74) - 2005

More than 60 percent of respondents felt that safety does not take a back seat to performing duties (Q3). Nearly 60 percent indicate that ventilation, lighting, noise, and other environmental conditions are kept at good levels (Q45), while 40 percent believe that the system of preventive maintenance for facilities, tools, and machinery operates at a good level (Q33). These latter two elements also generated more than 30 percent neutral responses. These items were also highly rated in 2005.

The Organizational Climate items rated most highly are:

Q47 Significance of job stress as a problem for personnel (100)

Q9 Condition of unit teamwork (96) - 2005

Q2 Frequency of personnel/leadership interactions (82)

Q16 Condition of personnel morale (82)

Over 70 percent of respondents feel that good teamwork exists within their unit (Q9) and that there is frequent contact and communication between personnel and leadership (Q2). Almost half the responding personnel believe that the stress of performing their armed service duties is not a significant problem for them nor other personnel in their unit (Q47) and have a positive perception of morale among personnel (Q16). Of these, job stress generated an elevated level (>30 percent) of neutral responses. (Q9) denoted with an asterisk was also rated most highly in 2005.

3.5.3 Below average priority items

As shown in Table 1, 17 program items received percentile scores below 50. Elements with below average percentiles below 50 are potential target areas that can be used to establish improvement priorities for the Guard/Reserve personnel safety program.

The below average Leadership Participation program items (listed from lowest percentile score) are:

Q7 Leadership stressing the importance of safety in communications (22) - 2005

Q34 Leadership participating in safety activities on a regular basis (37) - 2005

Q14 Leadership publishing a policy on the value of personnel safety (43) - 2005

Q49 Leadership setting annual safety goals (44) - 2005

Similar to 2005, results, 25 percent of respondents indicated that leadership's views on the importance of safety are seldom stressed in personnel communications (Q7). Although the remaining three elements generated less than 10 percent negative responses, these were paired with up to 50 percent neutral "neither agree nor disagree" responses, which may indicate that the element is not sufficiently visible from personnel's perspective.

The below average scoring Supervisor Participation items are:

Q28 Supervisors acting on personnel safety suggestions (37) - 2005

Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005

While each of these elements generated approximately 10 percent negative responses, they also received elevated neutral responses above 30 percent. As indicated by the “- 2005”, both these program items were also identified as below average items in 2005.

The Personnel Participation items with below average scores are:

Q25 Personnel following lockout/tagout procedures (19) - 2005

Q11 Personnel believing that their actions can protect other personnel (25) - 2005

Q18 Belief that personnel understand safety regulations (39) - 2005

Q50 Personnel taking part in the development of safety requirements (44) - 2005

Among these elements, the highest level of negative response was more than 15 percent who report that personnel rarely take part in the development of safety requirements for their jobs (Q50), with almost half the respondents providing a neutral response. While approximately 6 percent of respondents indicate that personnel do not follow a regular lockout/tagout procedure (Q25), 56 percent were neutral.

The below average scoring Safety Support Activities items are:

Q30 Effectiveness of command safety officer in improving safety conditions (25) - 2005

Q26 Presence of safety training in new personnel orientation (27) - 2005

Q8 Frequency of safety meeting occurrence (30) - 2005

Q41 Availability of safety officer to provide assistance (38) - 2005

Q6 Frequency of detailed and regularly scheduled inspections (46) - 2005

Of these, the highest negative response rate was seen with more than 25 percent of respondents indicating that safety meetings are held less often than they should be (Q8). The remaining Safety Support Activities elements generated 6-10 percent negative responses and elevated neutral responses up to 49 percent.

The below average scoring Safety Support Climate item is:

Q27 Belief that leadership is sincere in safety efforts (48) - 2005

Approximately 5 percent of responding personnel believe leadership is not sincere in its efforts to ensure personnel safety (Q27), a program item that was also identified as below average in 2005.

The Organizational Climate item with a below average score is:

Q42 Unit personnel assignment stability (27)

Thirteen percent of respondents indicate that the assignment of personnel to their unit is not stable (Q42), with 44 percent providing neutral responses. There were no below average Organizational Climate program items in 2005.

As in 2005, 37 of the 50 elements for Guard/Reserve personnel generated elevated neutral responses (>30 percent). Again, although neutral responses are not necessarily negative, the elevated neutral response rates may indicate that these elements or their related programs are not sufficiently visible from the personnel perspective or that the element is not considered relevant by personnel.

3.5.4 Comparisons by survey year

Table 2 shows a comparison of percentile scores for individual program items across 2005 and 2007, as well as the percentile change between survey years for DoD Guard/Reserve. These are sorted from greatest increase in percentile score (+) to greatest decrease in score (-) since 2005. Those elements that generated percentile scores above 75 in each year are shaded green; those identified as below average, with percentiles less than 50, are shaded red. Of these standard items, improvement in percentile scores since 2005 was achieved for 31 program items, whereas 13 items saw decreases in percentile scores since the previous survey, with two items showing no change. The four standard Safety Barometer items at the bottom of the table were not surveyed in 2005.

Eight items showed notable improvement, generating percentile score increases of 10 points or more since 2005. These include:

- Q1 Personnel identifying and eliminating hazards***
- Q2 Frequency of personnel/leadership interactions***
- Q6 Frequency of detailed and regularly scheduled inspections***
- Q5 Supervisors maintaining a high safety performance standard***
- Q4 Personnel being involved in safety practices***
- Q10 Belief that leadership shows it cares about personnel safety***
- Q35 Perception that the safety officer has high status***
- Q20 Personnel using standardized precautions for hazardous materials***
- Q34 Leadership participating in safety activities on a regular basis***

This suggests that efforts to address these items since 2005 have been beneficial.

Table 2
Percentile Scores of Program Items by Survey Year

Category ¹	Statement Number and Component	Percentile Scores ²		Percentile Change
		2005	2007	2005 to 2007
PP	1 Personnel identifying and eliminating hazards	15	68	+53
OC	2 Frequency of personnel/leadership interactions	63	82	+19
SSA	6 Frequency of detailed and regularly scheduled inspections	28	46	+18
SP	5 Supervisors maintaining a high safety performance standard	48	65	+17
PP	4 Personnel being involved in safety practices	38	52	+14
SSC	10 Belief that leadership shows it cares about personnel safety	57	70	+13
SSC	35 Perception that the safety officer has high status	42	53	+11
PP	20 Personnel using standardized precautions for hazardous materials	59	69	+10
LP	34 Leadership participating in safety activities on a regular basis	23	33	+10
SP	24 Supervisors understanding personnel's job safety problems	46	55	+9
LP	31 Leadership setting a positive safety example	74	82	+8
LP	21 Leadership providing adequate safety staff	63	70	+7
SP	19 Supervisors enforcing safe job procedures	60	67	+7
SSC	17 Belief that leadership does more than law requires	43	50	+7
LP	14 Leadership publishing a policy on the value of personnel safety	19	26	+7
SSA	30 Effectiveness of command safety officer in improving safety conditions	18	25	+7
SSA	26 Presence of safety training in new personnel orientation	21	27	+6
SP	38 Supervisors providing helpful safety training	65	69	+4
SSC	48 Belief that leadership insists supervisors think safety	57	61	+4
PP	25 Personnel following lockout/tagout procedures	15	19	+4
SSA	15 Thoroughness of near miss accident/incident investigation	60	63	+3
SP	43 Supervisors reducing personnel's fear of reporting safety problems	39	42	+3
SSA	41 Availability of safety officer to provide assistance	35	38	+3
LP	49 Leadership setting annual safety goals	30	33	+3
SSC	45 Perception that good environmental conditions are kept	84	86	+2
LP	40 Leadership including safety in job promotion reviews	72	74	+2
OC	9 Condition of unit teamwork	95	96	+1
SP	32 Supervisors integrating safety into the performance of duties	68	69	+1
PP	37 Personnel take part when accident or incident investigations occur	64	65	+1
SSA	13 Presence of personnel well-trained in emergency response	56	57	+1
PP	46 Personnel using necessary personal protective equipment	55	56	+1
SP	44 Supervisors investigating safety incidents	74	74	0
SSC	27 Belief that leadership is sincere in safety efforts	48	48	0
SSA	29 Occurrence of emergency response procedures testing	55	54	-1
SP	12 Supervisors behaving in accord with safety procedures	54	53	-1
PP	50 Personnel taking part in the development of safety requirements	45	44	-1
PP	18 Belief that personnel understand safety regulations	40	39	-1
SP	28 Supervisors acting on personnel safety suggestions	38	37	-1
LP	7 Leadership stressing the importance of safety in communications	34	33	-1
PP	11 Personnel believing that their actions can protect other personnel	26	25	-1
SSC	3 Priority of safety issues relative to performing duties	79	77	-2
SSC	36 Belief that hazards not fixed right away will still be addressed	75	73	-2
SSA	33 Quality of preventative maintenance system operation	77	74	-3
SSA	22 Effectiveness of recognition programs in promoting safe behavior	54	51	-3
SSC	23 Safety standard level relative to standard duty performance level	63	57	-6
SSA	8 Frequency of safety meeting occurrence	37	30	-7
OC	47 Significance of job stress as a problem for personnel	N/A	100	N/A
OC	16 Condition of personnel morale	N/A	82	N/A
SSC	39 Perception that medical facilities are sufficient	N/A	51	N/A
OC	42 Unit personnel assignment stability	N/A	27	N/A

¹ LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate

² A percentile rank expresses the percentage of locations in the NSC Database with lower average responses. The percentile range is from 0 to 100.

N/A: These standard items were not included in the 2005 survey.

For each survey year, components with percentile scores above 75 are shaded **green**. Below average (<50) priority items are **shaded red**.

Among the 13 elements showing decreases from 2005 to 2007, none show a notable decline of more than 10 percentile points. The item showing the largest decrease since 2005 generated a decline of 7 percentile points:

Q8 Frequency of safety meeting occurrence

Looking across survey years, three items consistently appeared among the better-performing items: perception that good environmental conditions are kept (Q45), condition of unit teamwork (Q9), and priority of safety issues relative to performing duties (Q3). Sixteen items generated below average percentile scores of less than 50 for both survey years.

3.6 Percentile Scores of Program Categories

Guard/Reserve average response scores for the six standard Safety Barometer program categories were also compared with organizations in the NSC database. These comparisons are presented in Table 3. From these scores, category percentile scores were generated, which are included in Table 3 and are also presented with 2005 results in Figure 2.

Currently, four of the six program categories have percentile scores at or above the database average of 50, compared to only two above average categories in 2005. This year, Organizational Climate received the highest percentile, with a very high score of 91. Because of the standard items that were not included in the 2005 survey, no Organizational Climate program category score was generated for that survey. The lowest score is for Safety Support Activities, which increased slightly from a moderate 44 in 2005 to its moderate score of 46 in 2007. The largest increase among program categories was a 13 point improvement for Personnel Participation from a below average 40 to its current above average score of 53.

Finally, the current overall Safety Barometer percentile score is a moderately high 62, indicating that 38 percent of the organizations in the NSC database achieved a higher overall score than DoD Guard/Reserve. This is an increase of 5 percentile points from its moderate score of 57 in 2005.

Table 3
Average Response Scores and Percentile Scores by Program Category

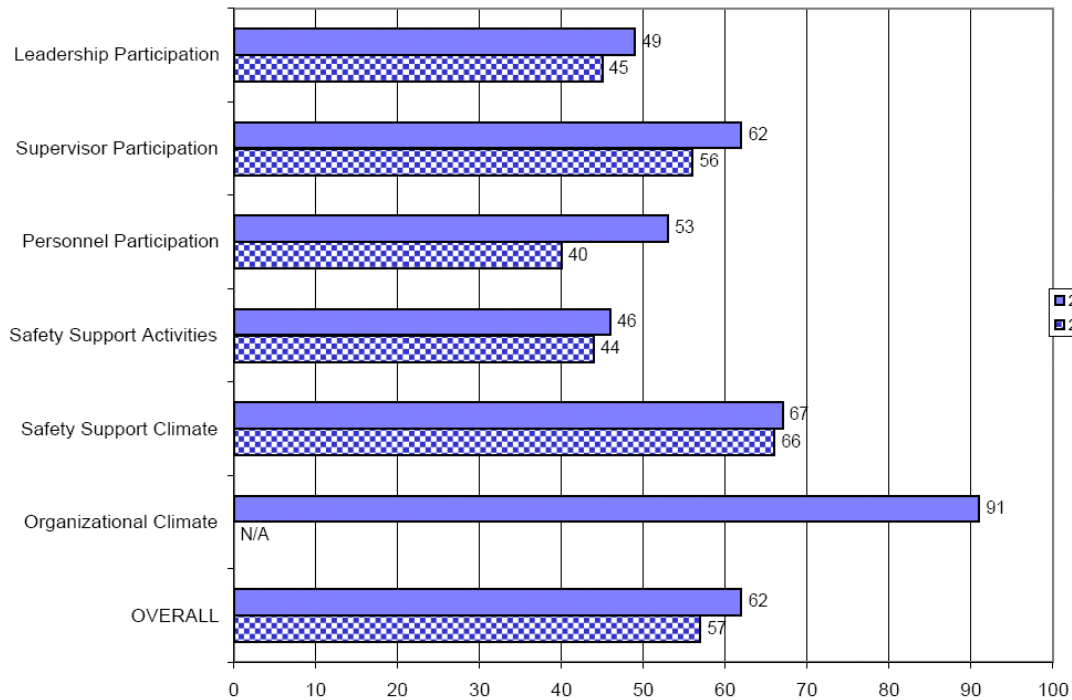
Program Category	NSC Database ¹	ALL RESPONDENTS	
	Average Response Score ²	Average Response Score ²	Percentile Score ³
Leadership Participation	0.50	0.49	49
Supervisor Participation	0.63	0.69	62
Personnel Participation	0.66	0.69	53
Safety Support Activities	0.41	0.38	46
Safety Support Climate	0.39	0.52	67
Organizational Climate	0.14	0.56	91
OVERALL	0.48	0.55	62

¹ National Safety Council (NSC) Database consists of the same 232 locations that have participated in an NSC safety perception survey at the time of the DoD 2005 survey.

² Average Response Scores have a range from -2 to +2 (+2 being best).

³ A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is from 0 to 100.

Figure 2
Program Category Percentile Scores



Finally, the current overall Safety Barometer percentile score is a moderate 58, indicating that 42 percent of the organizations in the NSC database achieved a higher overall score than the DoD Active Duty population. This is an increase of 3 percentile points from the score of 55 in 2005.

3.7 Comparisons of Survey Responses by Personnel Subgroups

3.7.1 Comparison by grade

Of the total respondents, the number of personnel representing each grade was:

<i>Grade</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
E1-E4	310,662	40.5%
E5-E9	350,182	45.6%
W1-W5	8,812	1.1%
O1-O3	39,961	5.2%
O4-O6	57,898	7.5%
Not Indicated	15	<0.1%

The weighted ⁴ response distributions for each survey item by grade are presented in Appendix D. Personnel responses within grades were also compared with organizations in the NSC database to generate percentile scores for the standard program categories. Figure 3 compares the safety perceptions of the five Guard/Reserve grades according to program category.

Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel generally report the most positive safety program perceptions, while lower-ranking personnel typically generate less positive responses. Respondents in the O4-O6 group have the most positive safety perceptions for all program categories, with a high overall score of 87. The E1-E4 group has the least positive perceptions for all program categories and a moderate overall score of 55. Relative similarity among grade perceptions would indicate that the DoD safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception gap. Although Figure 3 shows a clear pattern of more positive safety perceptions for the highest grades with substantial disparity compared to other grade levels, all grades had relatively similar, high perceptions regarding Organizational Climate.

⁴ Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to non-response, and (3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Figure 3
Program Category Percentile Scores by Grade – 2007

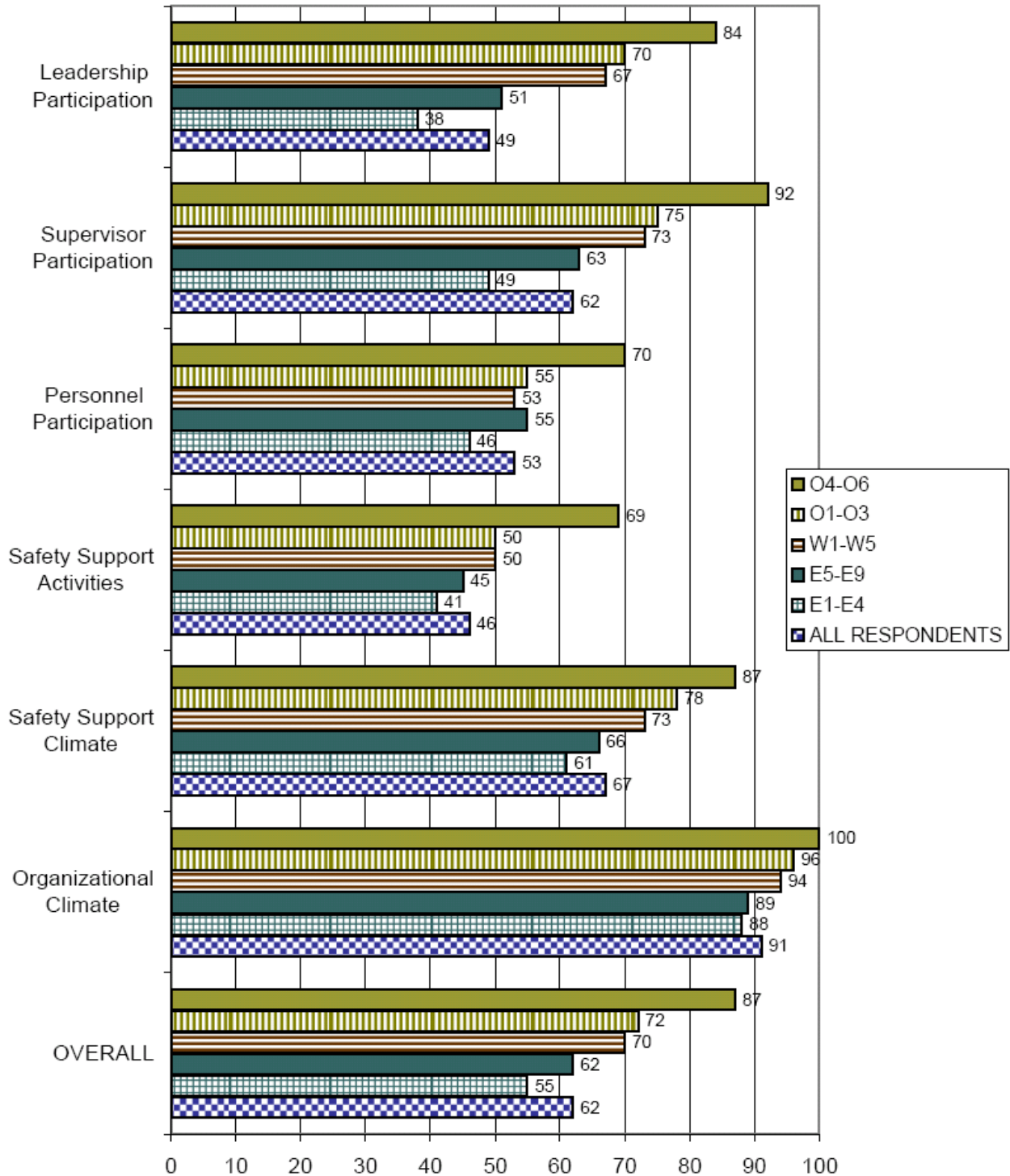
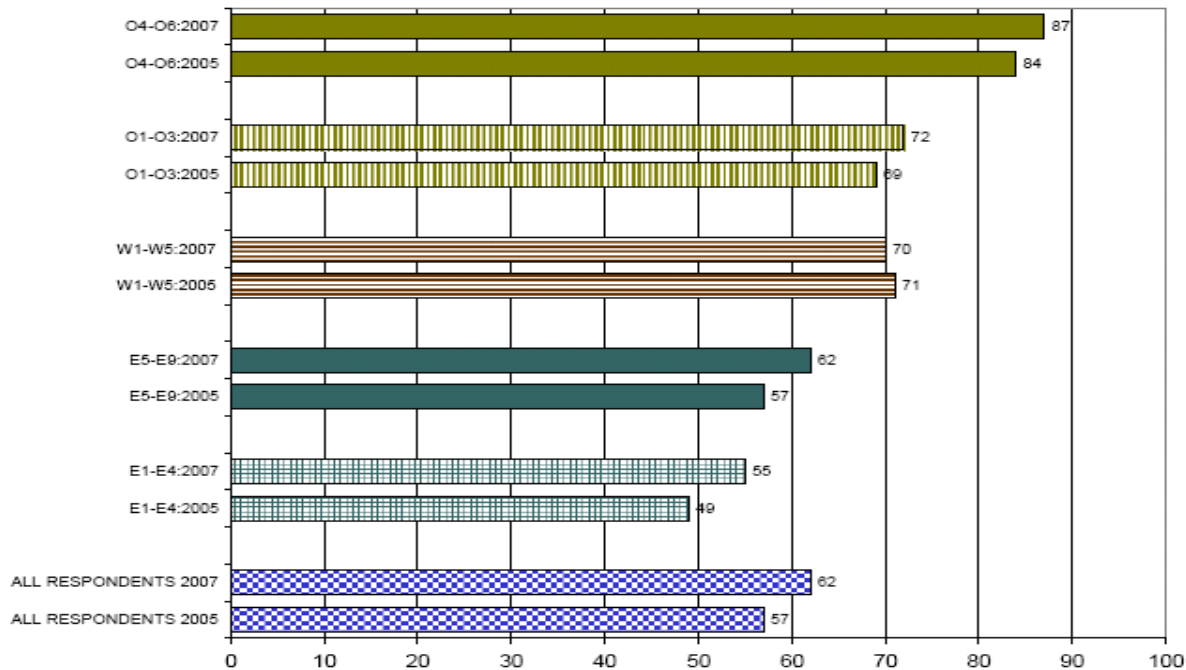


Figure 4 compares the 2007 and 2005 overall percentile scores for each grade. Showing remarkable consistency, most grades generated results somewhat higher, but very similar to, their 2005 results. Most current results are within 5 percentile points of 2005 scores. Again showing consistency, the greatest increase among grades was 6 points by E1-E4 Guard/Reserve personnel from a below average score of 49 in 2005 to a moderate score of 55 in 2007.

Figure 4
Overall Percentile Scores by Grade



3.7.2 Comparison by work location

Of the total respondents, the numbers of personnel representing each of the work locations are:

Work Location	Number of Respondents (weighted)	Percent of Total Respondents	Work Location	Number of Respondents (weighted)	Percent of Total Respondents
Office	507,692	38.9%	Ship	40,820	3.1%
Shop	119,663	9.2%	Clinic/Hospital	75,778	5.8%
Maintenance	106,026	8.1%	Other	93,414	7.2%
Outdoors/Field	102,930	7.9%	Not Indicated	155,211	11.9%
Flightline	102,872	7.9%			

The weighted response distributions for each survey item by work location are presented in Appendix E. Personnel responses compared with organizations in the NSC database to generate percentile scores for the standard program categories. Figure 5 compares the safety perceptions of the eight Guard/Reserve work locations according to program category.

Among DoD Guard/Reserve personnel, Flightline staff report the most positive safety program perceptions. Shop, Maintenance, Clinic/Hospital, Office, and Ship staff tended to generate positive perceptions quite similar to each other. More moderate perceptions are demonstrated by Outdoors/Field staff. Other Location personnel consistently produced the least positive responses, with moderate or below average perceptions. Relative similarity across work locations would indicate that the DoD safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program. As with grades, all work locations had relatively similar, high perceptions regarding Organizational Climate.

Figure 6 compares the 2007 and 2005 overall percentile scores for each work location. While most work locations generated similar or improved scores compared with 2005, Flightline and Other Location personnel saw decreases in their percentile scores. Outdoors/Field demonstrated the greatest improvement, increasing 13 percentile points from a moderately low score of 39 in 2005 to a moderate score of 52 in 2007.

Figure 5
Program Category Percentile Scores by Work Location – 2007

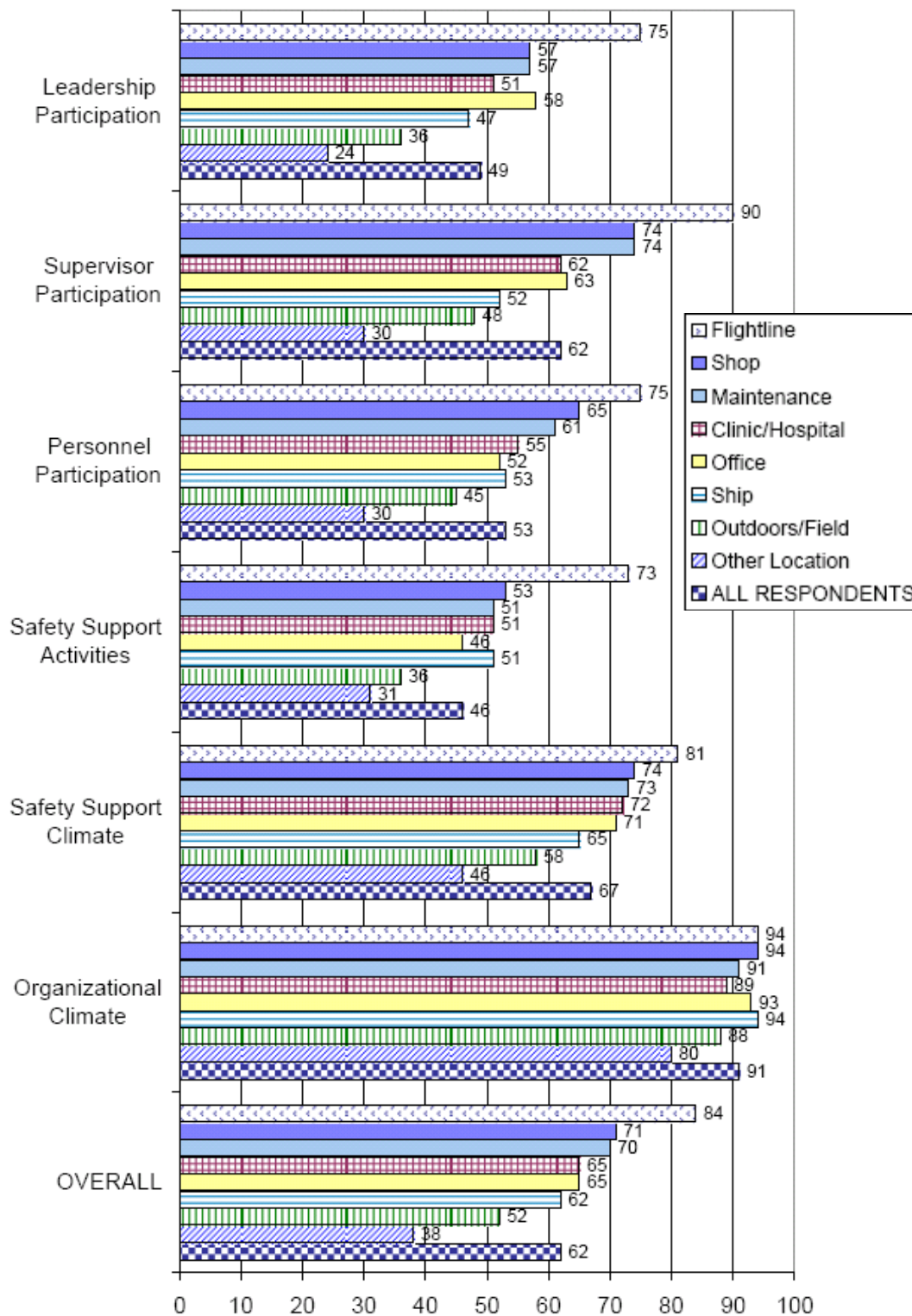
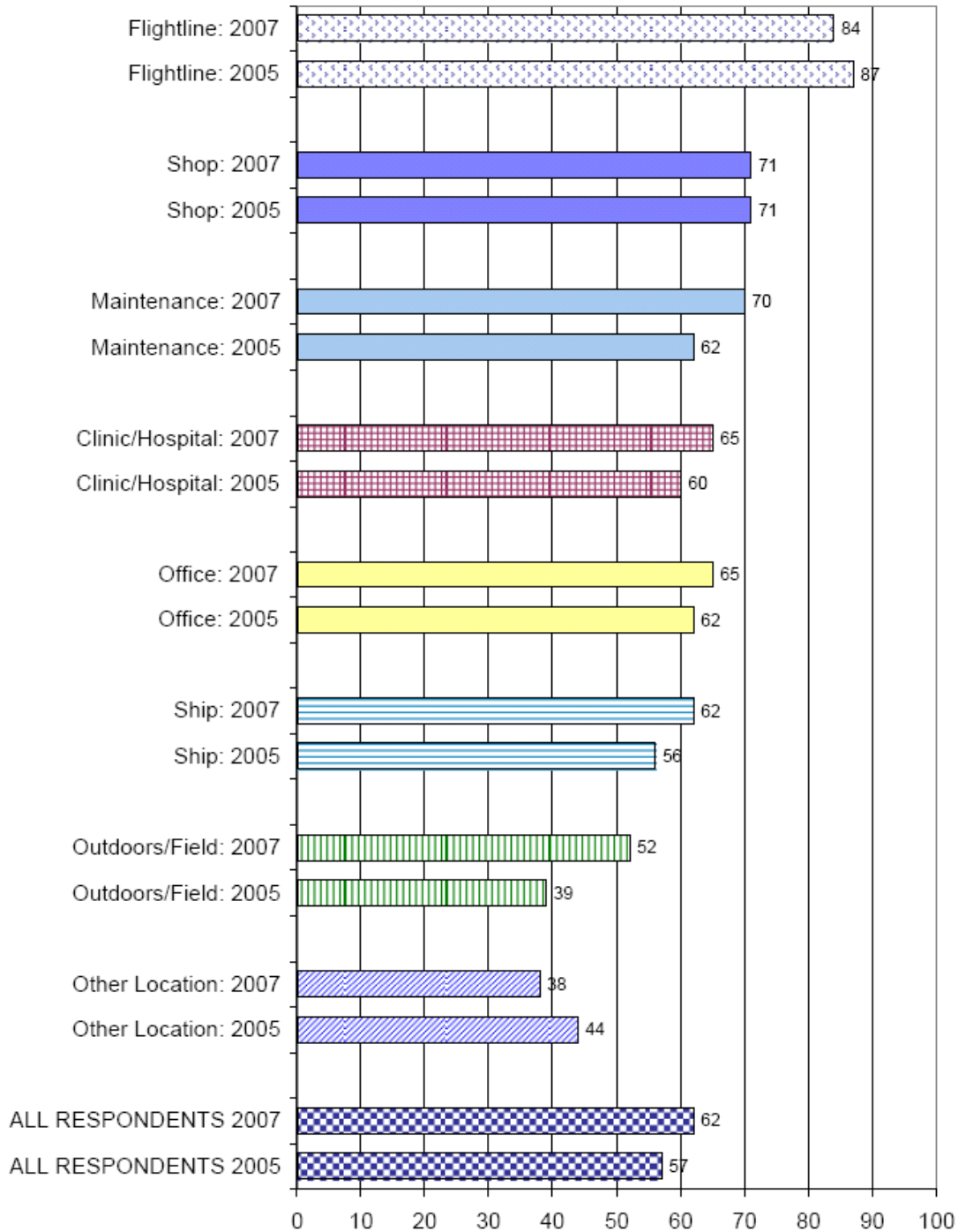


Figure 6
Overall Percentile Scores by Work Location



3.7.3 Comparison by Branch of Service

The DoD Guard/Reserve survey was administered to Guard/Reserve personnel in all Reserve Items. Of the total respondents, the number of personnel representing each Component is as follows:

<i>Branch of Service</i>	<i>Number of Respondents (weighted)</i>	<i>Percent of Total Respondents</i>
Army	459,841	35.3%
Navy	336,201	25.8%
Marine Corps	170,916	13.1%
Air Force	329,477	25.3%
Not Indicated	7,972	0.6%

The weighted⁵ response distributions for each survey item by Reserve Component are presented in Appendix F. Personnel responses within each Reserve Component were also compared with organizations in the NSC database to generate percentile scores for the 50 standard survey items. Each Reserve Component will be addressed in greater detail in their respective results section.

3.7.3.1 Standardized Items

Safety item percentile scores for each Reserve Component are presented in Table 4. For each Reserve Component, those items that were identified as scoring above the 75th percentile are shaded green; those identified as below average priority items (percentile scores <50) are shaded red. In the Reserve Component-specific results sections of this report, approximately ten of the highest scoring items will be identified to determine strengths at each Reserve Component. Items with percentiles below 50 will be identified as priority items. Table 4 can be used to determine particular strengths or weaknesses regarding each of the survey items.

Four program items were distinguished as better performing by all six Reserve Components. These are the significance of job stress as a problem for personnel (Q47), condition of unit teamwork (Q9), perception that good environmental conditions are kept (Q45), and condition of personnel morale (Q16). Two additional program items were identified as better performing by four or more Reserve Components, namely frequency of personnel/ leadership interactions (Q2) and leadership setting a positive safety example (Q31). Four below average items were identified as priority items across all Reserve Components; frequency of safety meeting occurrence (Q8), unit personnel assignment stability (Q42), personnel believing that their actions can protect other personnel (Q11), and personnel following lockout/tagout procedures (Q25). Ten additional program items were identified as priority items by four or more Reserve

⁵ Weighted responses reflect (1) unequal probabilities of selection into the sample, (2) adjustments to reduce bias due to nonresponse, and 3) a final adjustment to make sample estimates match population values and to reduce remaining bias.

Components. Although there appears to be some commonality in the areas needing improvement, the personnel in each Reserve Component demonstrate a unique perspective on the Guard/Reserve safety program. Further analysis of each Reserve Component is provided in Sections 3.8 - 3.13 of this report.

Table 4
Program Item Percentile Scores by Reserve Component – 2007

Statement Number and Component	Percentile Score ¹						
	ALL RESPONDENTS	Army-Guard	Army-Reserve	Navy-Reserve	Marine Corps-Reserve	Air Force-Guard	Air Force-Reserve
47 Significance of job stress as a problem for personnel	100	99	99	100	99	100	100
9 Condition of unit teamwork	96	97	92	99	97	99	97
45 Perception that good environmental conditions are kept	86	84	84	88	77	91	89
2 Frequency of personnel/leadership interactions	82	82	74	91	72	86	83
31 Leadership setting a positive safety example	82	76	74	88	73	92	90
16 Condition of personnel morale	82	80	78	93	80	85	83
3 Priority of safety issues relative to performing duties	77	67	72	89	59	90	90
44 Supervisors investigating safety incidents	74	72	65	77	60	90	87
40 Leadership including safety in job promotion reviews	74	58	73	84	59	91	92
33 Quality of preventative maintenance system operation	74	65	66	75	71	92	84
36 Belief that hazards not fixed right away will still be addressed	73	60	69	83	68	93	90
10 Belief that leadership shows it cares about personnel safety	70	66	59	79	61	82	78
21 Leadership providing adequate safety staff	70	65	54	76	69	91	89
20 Personnel using standardized precautions for hazardous materials	69	67	48	63	59	89	82
32 Supervisors integrating safety into the performance of duties	69	66	57	67	56	90	88
38 Supervisors providing helpful safety training	69	66	54	65	59	90	87
1 Personnel identifying and eliminating hazards	68	71	56	73	37	78	75
19 Supervisors enforcing safe job procedures	67	62	54	65	59	88	83
5 Supervisors maintaining a high safety performance standard	65	64	53	70	50	82	77
37 Personnel take part when accident or incident investigations occur	65	65	58	65	56	72	70
15 Thoroughness of near miss accident/incident investigation	63	60	57	69	59	79	73
48 Belief that leadership insists supervisors think safety	61	57	51	60	50	80	78
13 Presence of personnel well-trained in emergency response	57	56	47	58	53	83	76
23 Safety standard level relative to standard duty performance level	57	47	55	64	53	71	71
46 Personnel using necessary personal protective equipment	56	45	55	69	54	81	82
24 Supervisors understanding personnel's job safety problems	55	53	29	49	34	89	82
29 Occurrence of emergency response procedures testing	54	45	44	59	43	74	70
12 Supervisors behaving in accord with safety procedures	53	36	44	69	37	80	81
35 Perception that the safety officer has high status	53	46	43	54	43	77	68
4 Personnel being involved in safety practices	52	52	50	55	38	66	52
39 Perception that medical facilities are sufficient	51	58	56	68	56	22	41
22 Effectiveness of recognition programs in promoting safe behavior	51	32	52	68	49	63	67
17 Belief that leadership does more than law requires	50	44	45	59	48	69	66
27 Belief that leadership is sincere in safety efforts	48	40	37	59	37	75	72
6 Frequency of detailed and regularly scheduled inspections	46	39	27	45	35	72	65
50 Personnel taking part in the development of safety requirements	44	30	41	55	37	75	68
43 Supervisors reducing personnel's fear of reporting safety problems	42	26	34	64	21	81	71
18 Belief that personnel understand safety regulations	39	36	22	39	19	76	75
41 Availability of safety officer to provide assistance	38	34	32	38	35	73	68
28 Supervisors acting on personnel safety suggestions	37	25	29	48	22	73	63
34 Leadership participating in safety activities on a regular basis	33	27	20	37	19	59	57
49 Leadership setting annual safety goals	33	29	27	36	25	52	50
7 Leadership stressing the importance of safety in communications	33	19	30	39	23	53	58
8 Frequency of safety meeting occurrence	30	25	25	30	33	41	48
26 Presence of safety training in new personnel orientation	27	18	15	30	16	58	56
42 Unit personnel assignment stability	27	27	22	30	27	43	31
14 Leadership publishing a policy on the value of personnel safety	26	23	20	20	12	56	47
11 Personnel believing that their actions can protect other personnel	25	27	16	32	11	41	40
30 Effectiveness of command safety officer in improving safety conditions	25	18	16	31	19	56	50
25 Personnel following lockout/tagout procedures	19	15	12	27	14	41	30

¹ A percentile score expresses the percentage of locations in the NSC Database with lower average responses. The percentile score range is 0 to 100.

For each Reserve Component, better performing items with percentile scores above 75 are shaded **green**. Below average items (<50) are shaded **red**.

3.7.3.2 Program Categories

The percentile scores for program categories by Reserve Component are presented in Figure 7 and highlight the differences and similarities among the Reserve Components. Overall Guard/Reserve respondent scores, previously presented in Figure 2, are also included for comparison. As illustrated in Figure 7, the Air Force-Guard and Air Force-Reserve generated the highest percentile scores for most program categories and overall (86 and 83, respectively), followed by the Navy-Reserve with an overall score of 71. Army-Guard, Army-Reserve, and Marine Corps-Reserve generated mostly moderate percentiles, with overall scores of 54, 50, and 49, respectively. Relative similarity across Reserve Components would indicate that the DoD safety program is uniformly administered across Reserve Components, whereas dissimilarity may indicate disparity in the administration of the safety program. Although there is notable disparity between the Air Force and Navy Components compared to the Army and Marine Corps Components, all Reserve Components had relatively similar, high perceptions regarding Organizational Climate.

Figure 7
Program Category Percentile Scores by Reserve Component – 2007

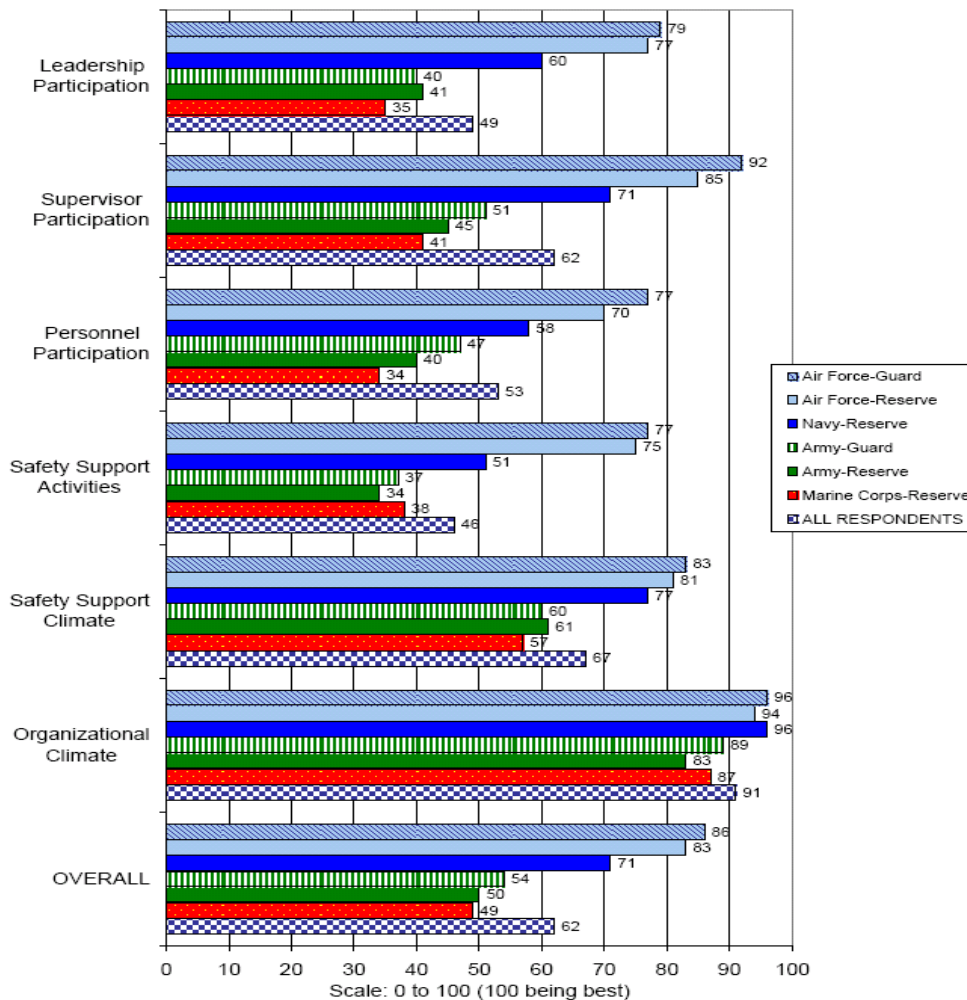
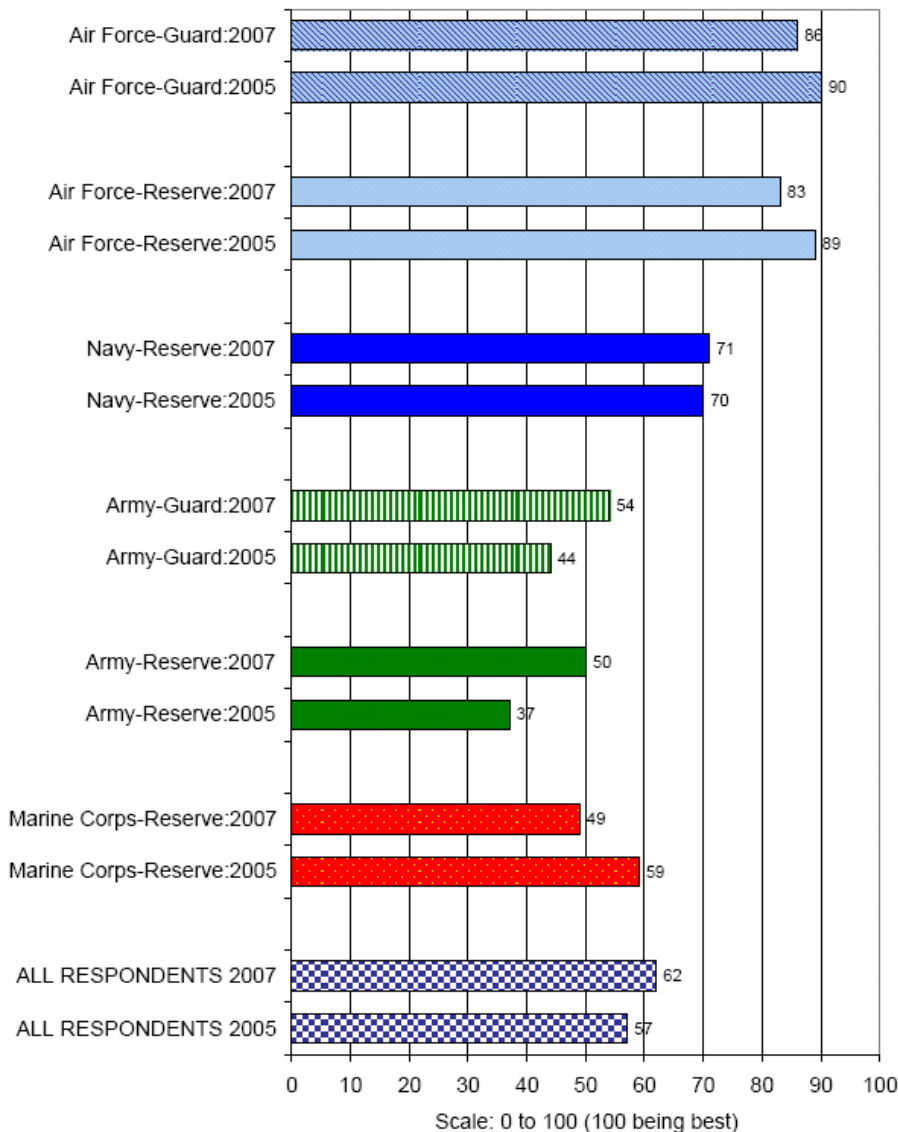


Figure 8 compares the 2007 and 2005 overall percentile scores for each Reserve Component. Both Navy and Army improved their Safety Barometer performance, while Air Force and Marine Corps saw decreases in their survey results. Among DoD Guard/Reserve personnel, both Army Components show notable improvements, increasing 10 percentile points or more from below average scores in 2005 to above average, moderate scores in the 50s in 2007.

Figure 8
Overall Percentile Score by Reserve Component



3.7.3.3 Work Locations

Figures 9A and 9B graphically compare the overall safety perceptions of Reserve Components within each Guard/Reserve work location. Due to small sample sizes for the Ship location, Army-Guard, Marine Corps-Reserve, Air Force-Guard, and Air Force-Reserve are not included in the Ship location analysis. As found in the program category analysis, the Air Force and Navy Components tended to generate the highest percentile scores for each work location, with Army and Marine Corps Components tending to generate the lowest scores.

Because of the disparities in survey results across Reserve Components, summary results for each Reserve Component will be presented individually.

Figure 9A
Overall Work Location Percentile Scores by Reserve Component – 2007

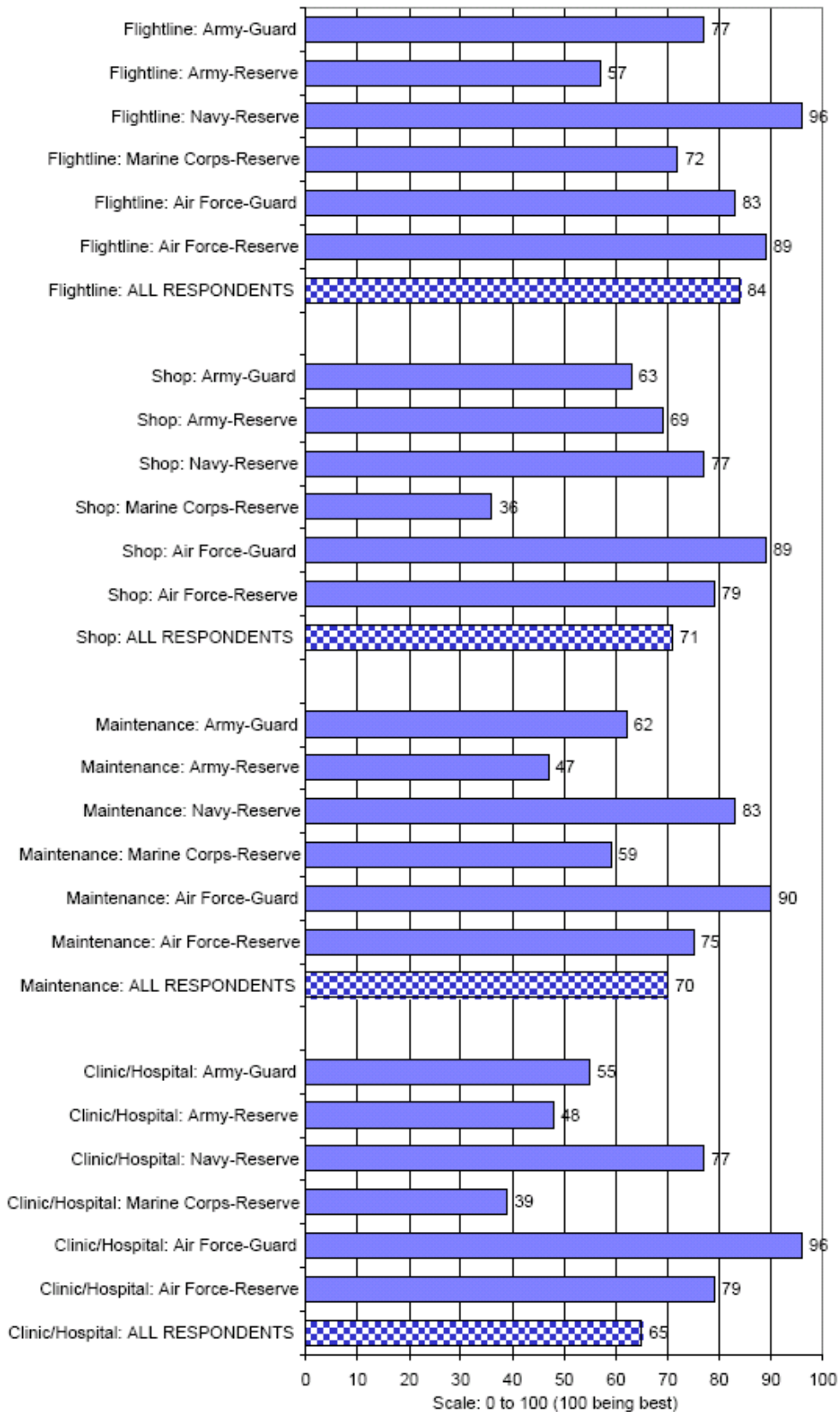
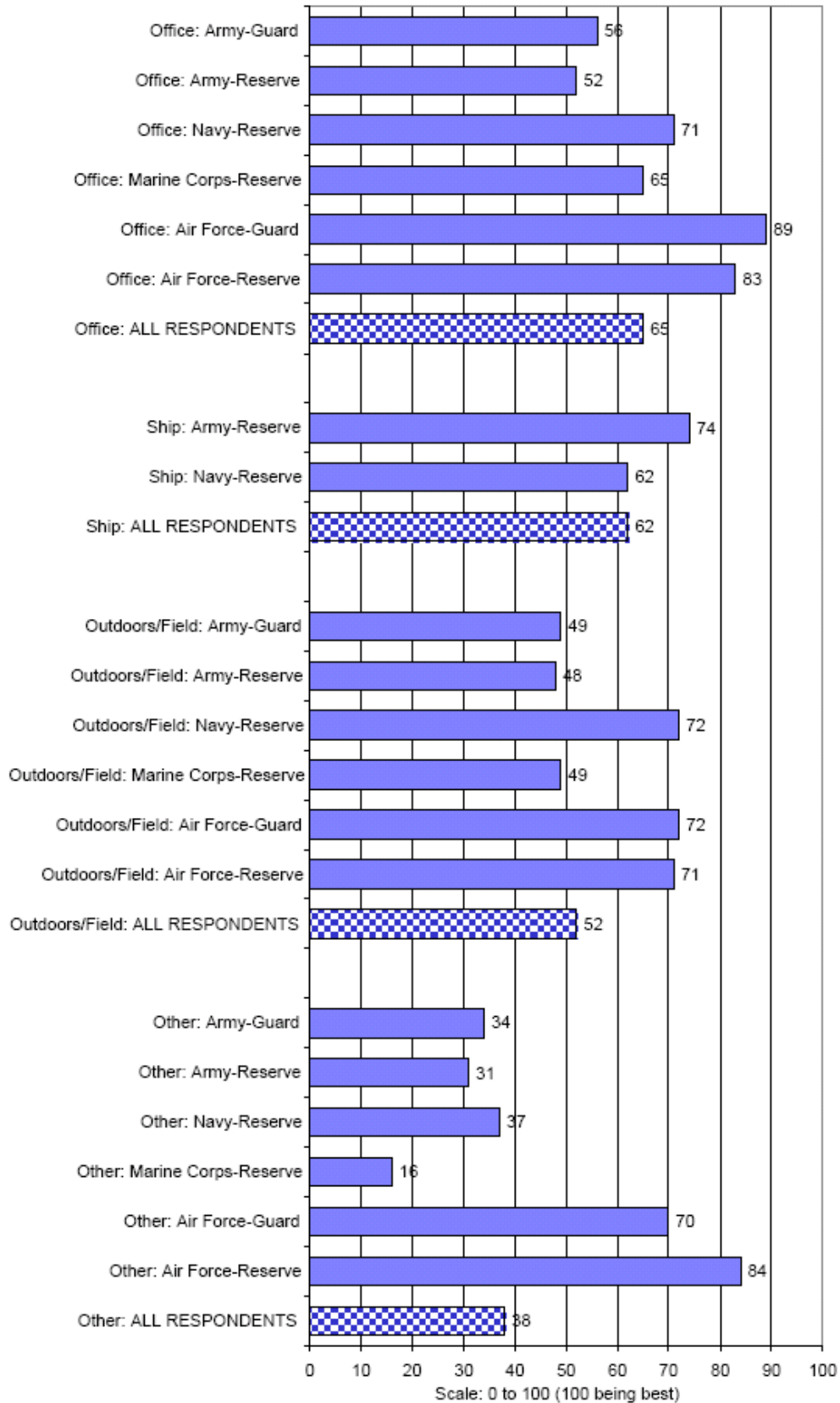
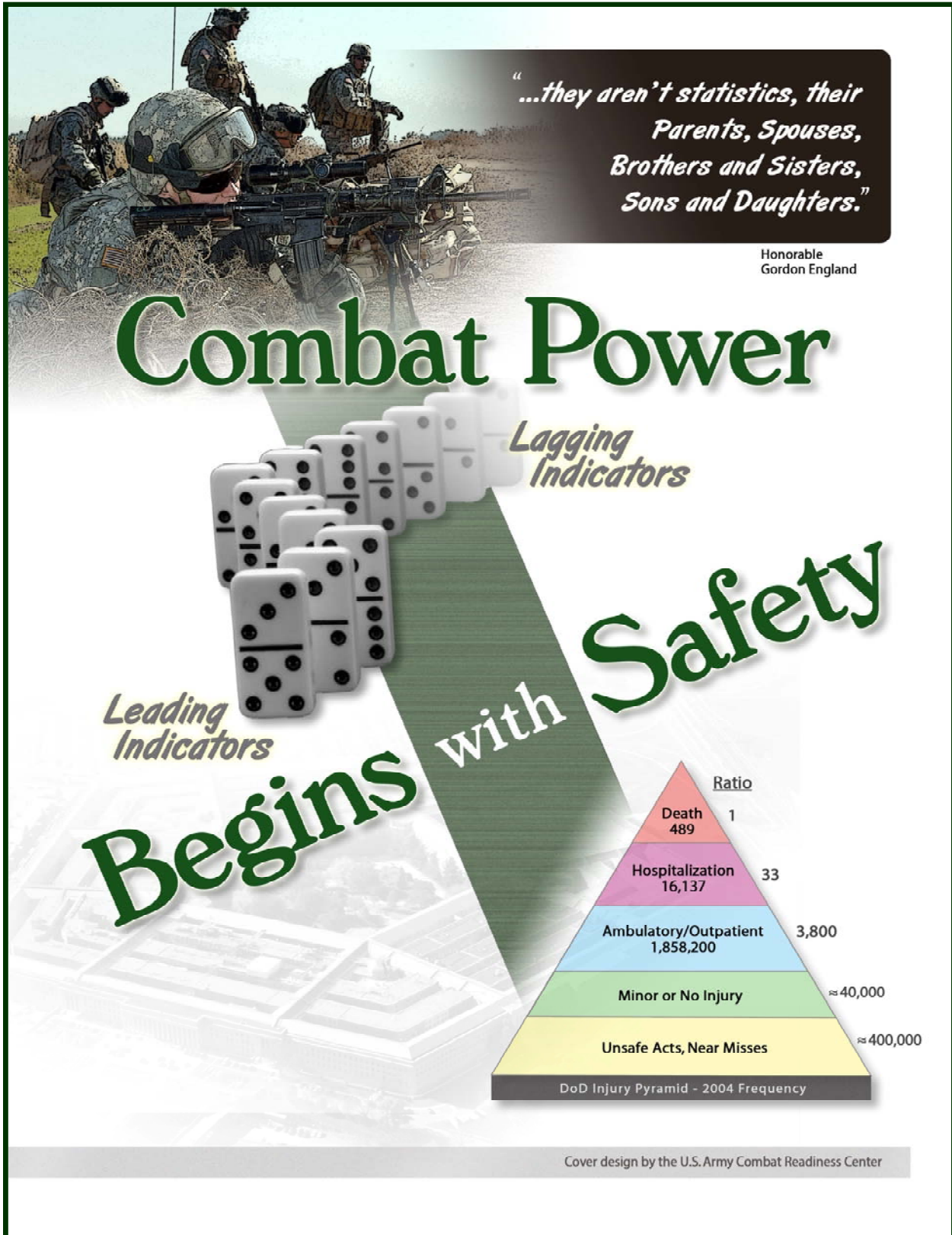


Figure 9B
Overall Work Location Percentile Scores by Reserve Component – 2007





3.8 Army-Guard

Figure 10 graphically presents the Army-Guard's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 10, 26 program items meet or surpass the 50th percentile mark, an improvement from 14 above average items in 2005. Five elements achieved a high percentile score at or above 80. The ten highest scoring elements for the Army-Guard had percentile scores at or above 67 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (97) - 2005***
- Q45 Perception that good environmental conditions are kept (84) - 2005***
- Q2 Frequency of personnel/leadership interactions (82)***
- Q16 Condition of personnel morale (80)***
- Q31 Leadership setting a positive safety example (76) - 2005***
- Q44 Supervisors investigating safety incidents (72) - 2005***
- Q1 Personnel identifying and eliminating hazards (71)***
- Q20 Personnel using standardized precautions for hazardous materials (67)***
- Q3 Priority of safety issues relative to performing duties (67) - 2005***

As indicated by the red shading, the Army-Guard generated 24 program items with scores below the 50th percentile (representing below average performance), compared to 32 such items in 2005. Among these elements, 19 items have moderately low scores of 40 or below, four of which have low scores of 20 or below. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (15) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (18) - 2005***
- Q26 Presence of safety training in new personnel orientation (18) - 2005***
- Q7 Leadership stressing the importance of safety in communications (19) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (23) - 2005***
- Q8 Frequency of safety meeting occurrence (25) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (25) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (26) - 2005***
- Q42 Unit personnel assignment stability (27)***

- Q34 Leadership participating in safety activities on a regular basis (27) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (27) - 2005***
- Q49 Leadership setting annual safety goals (29) - 2005***
- Q50 Personnel taking part in the development of safety requirements (30) - 2005***
- Q22 Effectiveness of recognition programs in promoting safe behavior (32) - 2005***
- Q41 Availability of safety officer to provide assistance (34) - 2005***
- Q12 Supervisors behaving in accord with safety procedures (36) - 2005***
- Q18 Belief that personnel understand safety regulations (36) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (39) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (40) - 2005***
- Q17 Belief that leadership does more than law requires (44) - 2005***
- Q29 Occurrence of emergency response procedures testing (45) - 2005***
- Q46 Personnel using necessary personal protective equipment (45) - 2005***
- Q35 Perception that the safety officer has high status (46) - 2005***
- Q23 Safety standard level relative to standard duty performance level (47)***

Figure 10
Percentile Scores of Safety Program Items - Army-Guard – 2007

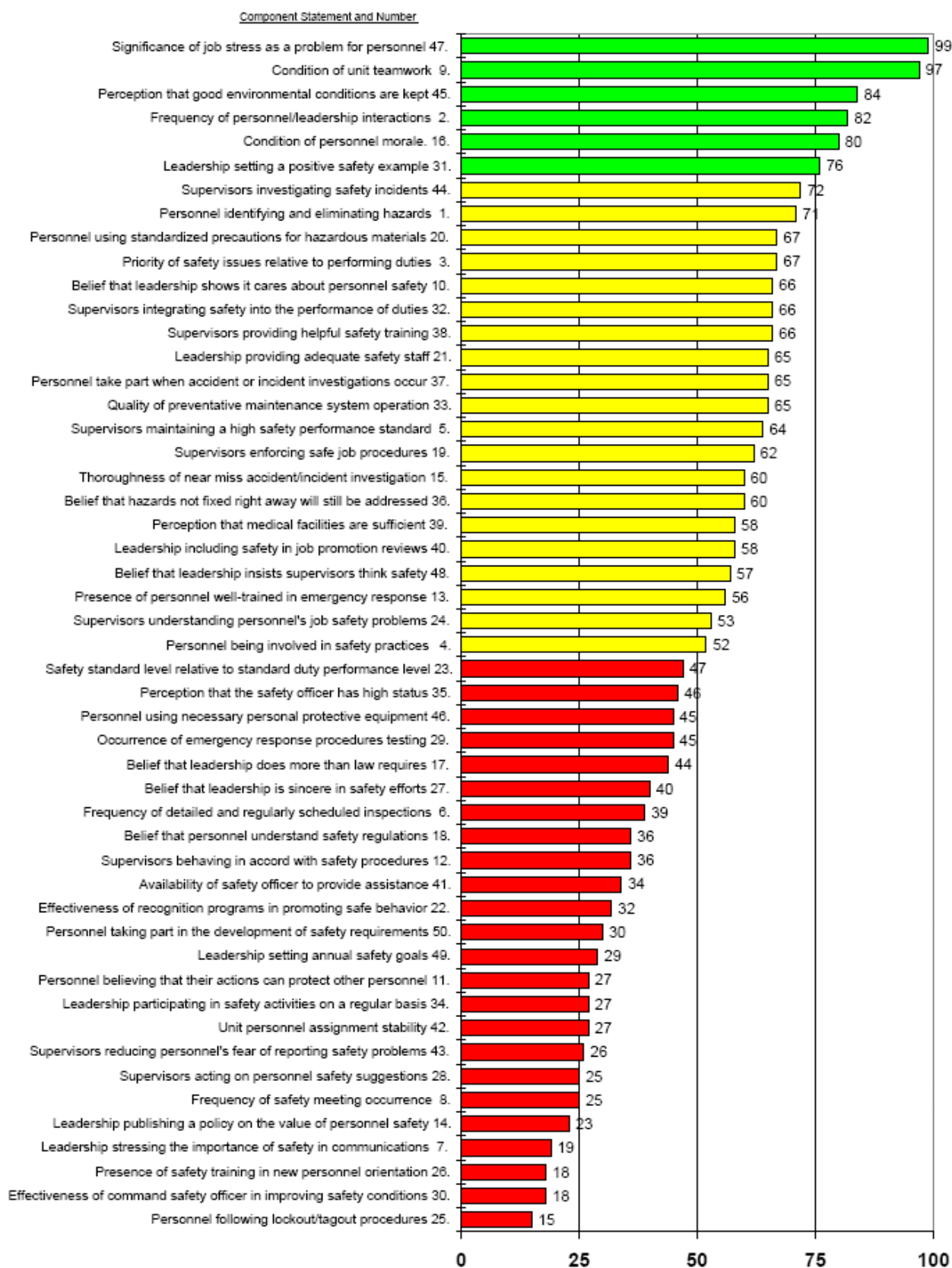


Figure 11 compares the 2007 Army-Guard results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Army-Guard are lower than the All Respondents results. Current Army-Guard percentile scores range from a moderately low score of 37 for Safety Support Activities to a high score of 89 for Organizational Climate. The overall Army-Guard percentile score is a moderate 54, indicating that 46 percent of the database organizations achieved a higher overall score than did the Army-Guard. This is an increase of 10 percentile points from Army-Guard's below average score of 44 in 2005. All program categories with comparable 2005 scores show increases in 2007.

Figure 11
Program Category Percentile Scores – Army-Guard – 2007

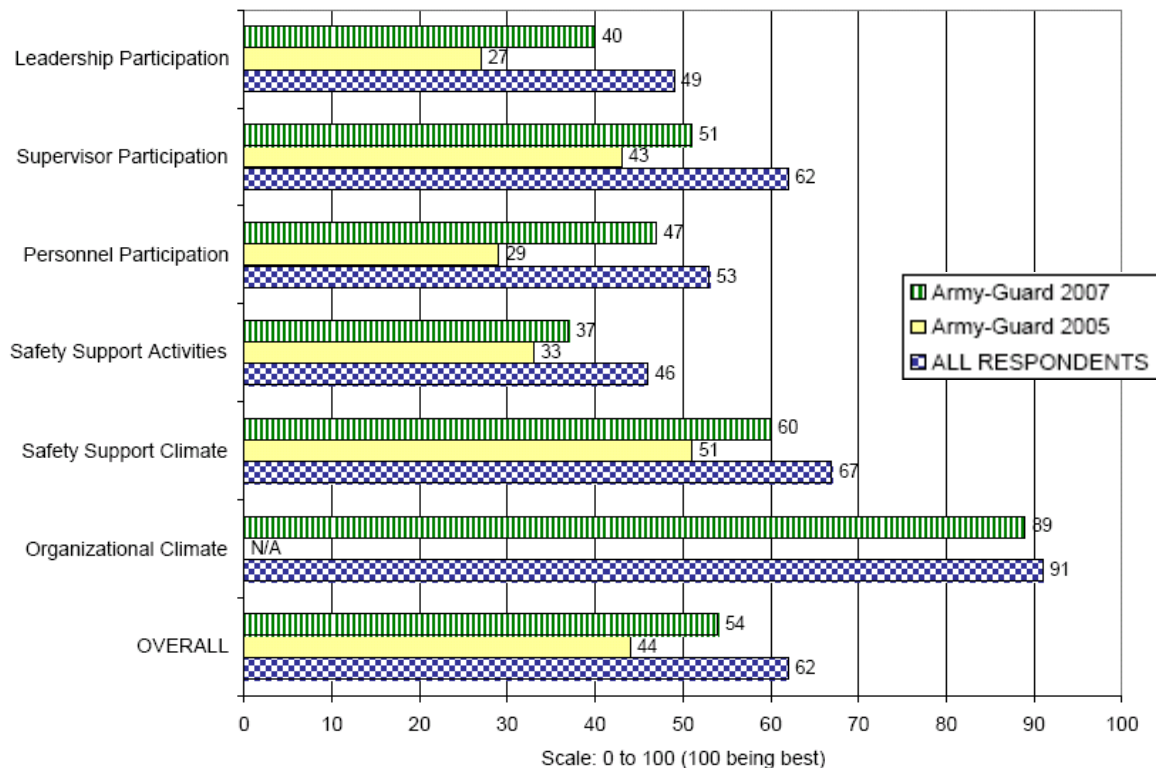


Figure 12 compares the safety perceptions of the Army-Guard grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, and with their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the least positive responses. The O4-O6, O1-O3, and W1-W5 groups showed substantially more positive perceptions than the enlisted grade groups across all program categories and Overall. These latter grades generated more moderate overall perception scores. The Army-Guard E1-E4 group received the lowest percentile scores for five of the six program categories and Overall. Relative similarity among grade perceptions would indicate that the Army-Guard safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities. Figure 12 shows a general pattern of increasingly positive safety perceptions with higher grades.

Figure 12
Program Category Percentile Scores by Grade – Army-Guard – 2007

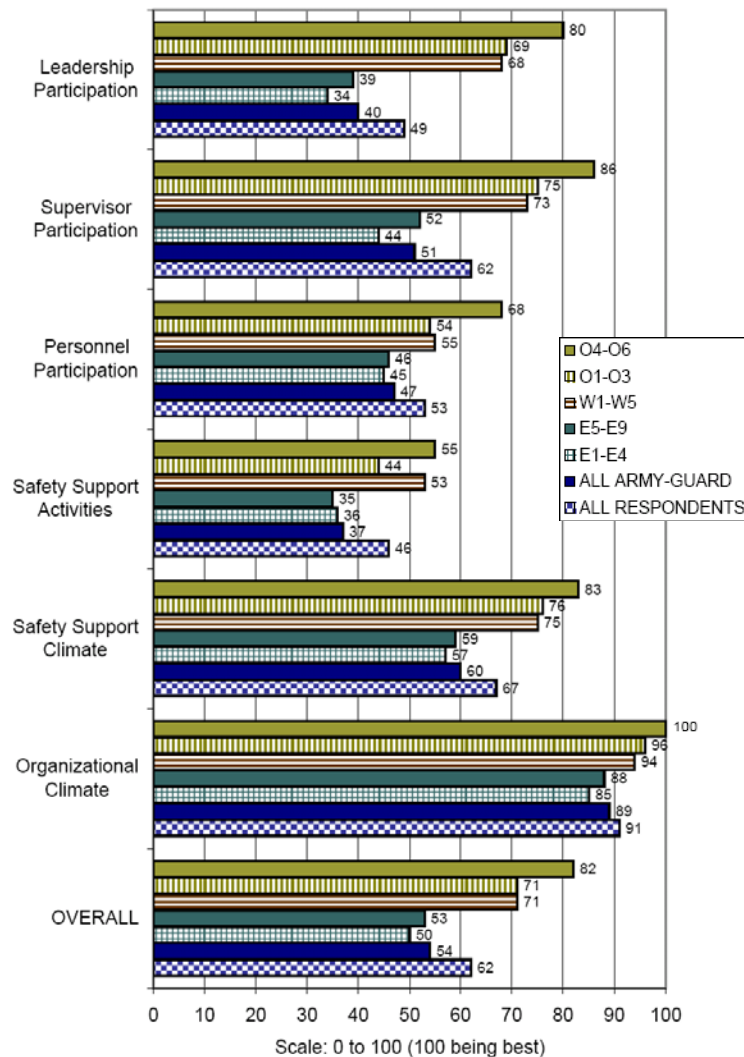
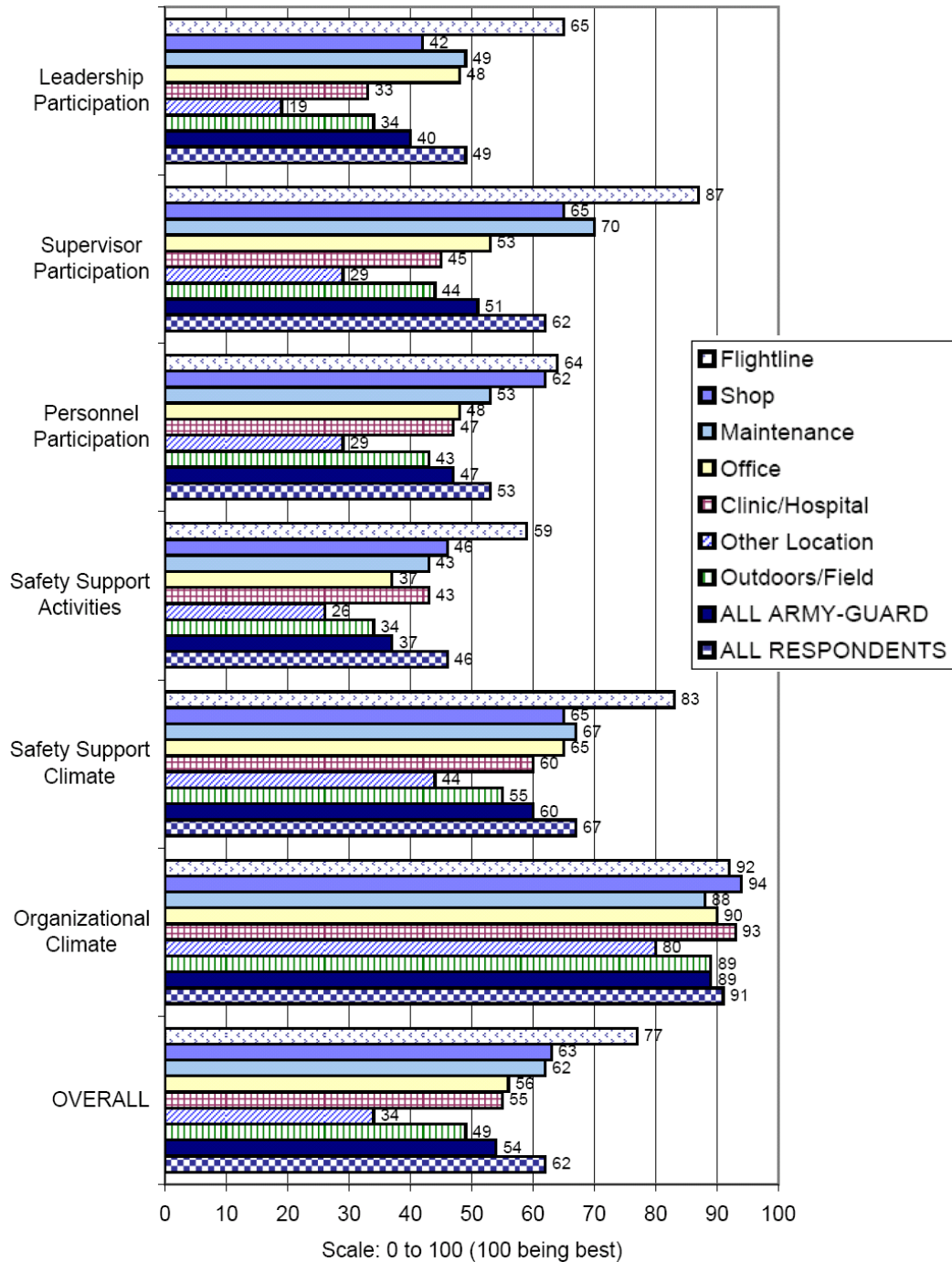


Figure 13 compares the safety perceptions of seven Army-Guard work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other. Because of a low subgroup sample size, the Ship location is not included in the Army-Guard analysis.

Figure 13
Program Category Percentile Scores by Work Location – Army-Guard



Flightline personnel tend to report the most positive safety program perceptions for the Army-Guard. This location generated notably higher percentile scores than other locations for most program categories and generated an overall percentile score of 77. Shop and Maintenance staff follow with overall scores of 63 and 62, respectively. Moderate overall scores in the 40s and 50s were generated for Office, Clinic/Hospital, and Outdoors/Field personnel. Other Location staff generated the lowest perceptions, with well below average perceptions for most program categories, resulting in a moderately low overall score of 34. Relative similarity among work location perceptions would indicate that the Army-Guard safety program is uniformly administered across work locations, while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

3.9 Army-Reserve

Figure 14 graphically presents the Army-Reserve's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 14, 26 items meet or surpass the 50th percentile mark, an improvement from 13 above average items in 2005. Three elements achieved a high percentile score at or above 80. The ten highest scoring elements for the Army-Reserve had percentile scores at or above 66 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (99)***
- Q9 Condition of unit teamwork (92) - 2005***
- Q45 Perception that good environmental conditions are kept (84) - 2005***
- Q16 Condition of personnel morale (78)***
- Q2 Frequency of personnel/leadership interactions (74)***
- Q31 Leadership setting a positive safety example (74) - 2005***
- Q40 Leadership including safety in job promotion reviews (73) - 2005***
- Q3 Priority of safety issues relative to performing duties (72) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (69) - 2005***
- Q33 Quality of preventative maintenance system operation (66) - 2005***

As indicated by the red shading, the Army-Reserve generated 24 items with scores below the 50th percentile (representing below average performance), compared to 33 such items in 2005. Among these elements, 17 items have moderately low scores of 40 or below, six of which have low scores of 20 or below. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (12) - 2005***
- Q26 Presence of safety training in new personnel orientation (15) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (16) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (16) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (20) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (20) - 2005***
- Q42 Unit personnel assignment stability (22)***
- Q18 Belief that personnel understand safety regulations (22) - 2005***
- Q8 Frequency of safety meeting occurrence (25) - 2005***

- Q49 Leadership setting annual safety goals (27) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (27) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (29) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (29) - 2005***
- Q7 Leadership stressing the importance of safety in communications (30) - 2005***
- Q41 Availability of safety officer to provide assistance (32) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (34) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (37) - 2005***
- Q50 Personnel taking part in the development of safety requirements (41) - 2005***
- Q35 Perception that the safety officer has high status (43) - 2005***
- Q29 Occurrence of emergency response procedures testing (44) - 2005***
- Q12 Supervisors behaving in accord with safety procedures (44) - 2005***
- Q17 Belief that leadership does more than law requires (45) - 2005***
- Q13 Presence of personnel well-trained in emergency response (47) - 2005***
- Q20 Personnel using standardized precautions for hazardous materials (48) - 2005***

Figure 15 compares the 2007 Army-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Army-Reserve are lower than the All Respondents results. Current Army-Reserve percentile scores range from a moderately low score of 34 for Safety Support Activities to a high score of 83 for Organizational Climate. The overall Army-Reserve percentile score is a moderate 50, indicating that 50 percent of the database organizations achieved a higher overall score than did the Army-Reserve. This is an increase of 13 percentile points from Army-Reserve's moderately low score of 37 in 2005. All program categories with comparable 2005 scores show increases in 2007.

Figure 16 compares the safety perceptions of the Army-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, and with their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate the less positive responses. The O4-O6 group showed notably more positive perceptions than the other grade groups across program categories and Overall. The O1-O3 and W1-W5 groups follow with more moderate scores. The Army-Reserve enlisted groups consistently received the lowest percentile score. Relative similarity among grade perceptions would indicate that the Army-Reserve safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities. Figure 16 shows a general pattern of increasingly positive safety perceptions with higher grades.

Figure 17 compares the safety perceptions of eight Army-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, Ship and Other.

Unlike 2005 results, currently Ship and Shop personnel report the most positive safety program perceptions for the Army-Reserve. More moderate overall perceptions are held by Flightline, Office, Clinic/Hospital, Outdoors/Field, and Maintenance staff. Other Location personnel consistently demonstrated the least positive perceptions with well below average perceptions for all program categories and Overall. Relative similarity among work location perceptions would indicate that the Army-Reserve safety program is uniformly administered across work locations, while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

Figure 14
Percentile Scores of Safety Program Items – Army Reserve – 2007

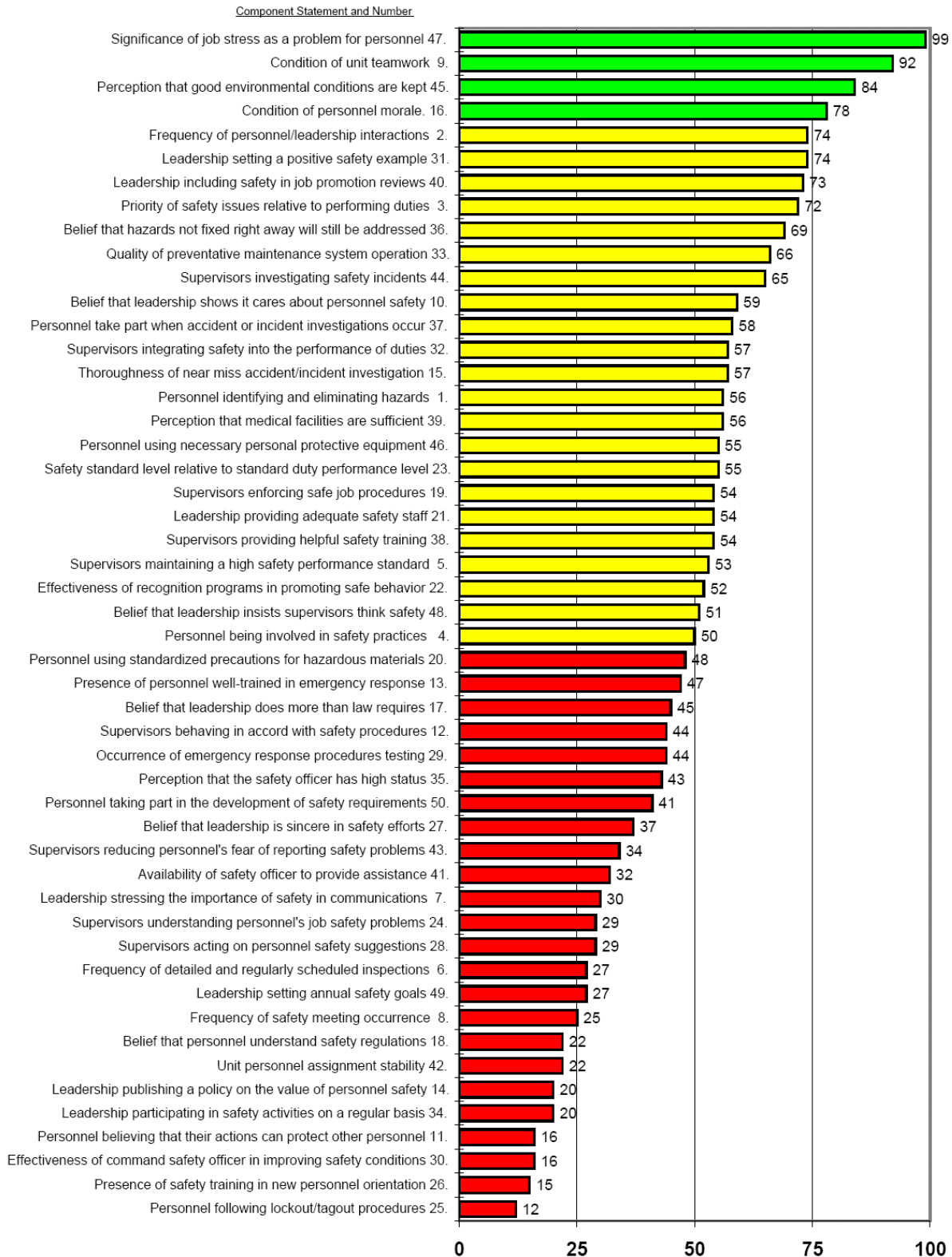


Figure 15
Program Category Percentile Scores – Army Reserve

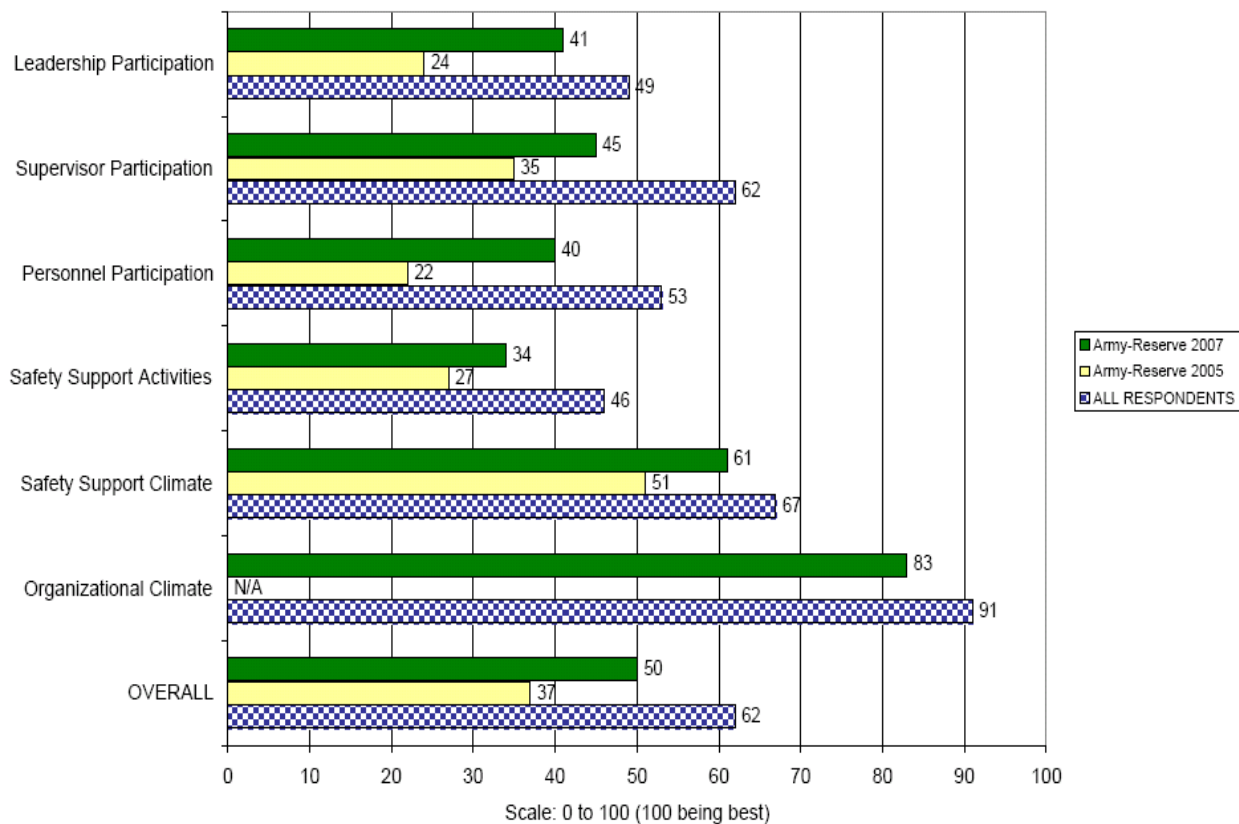


Figure 16
Program Category Percentile Scores by Grade – Army Reserve – 2007

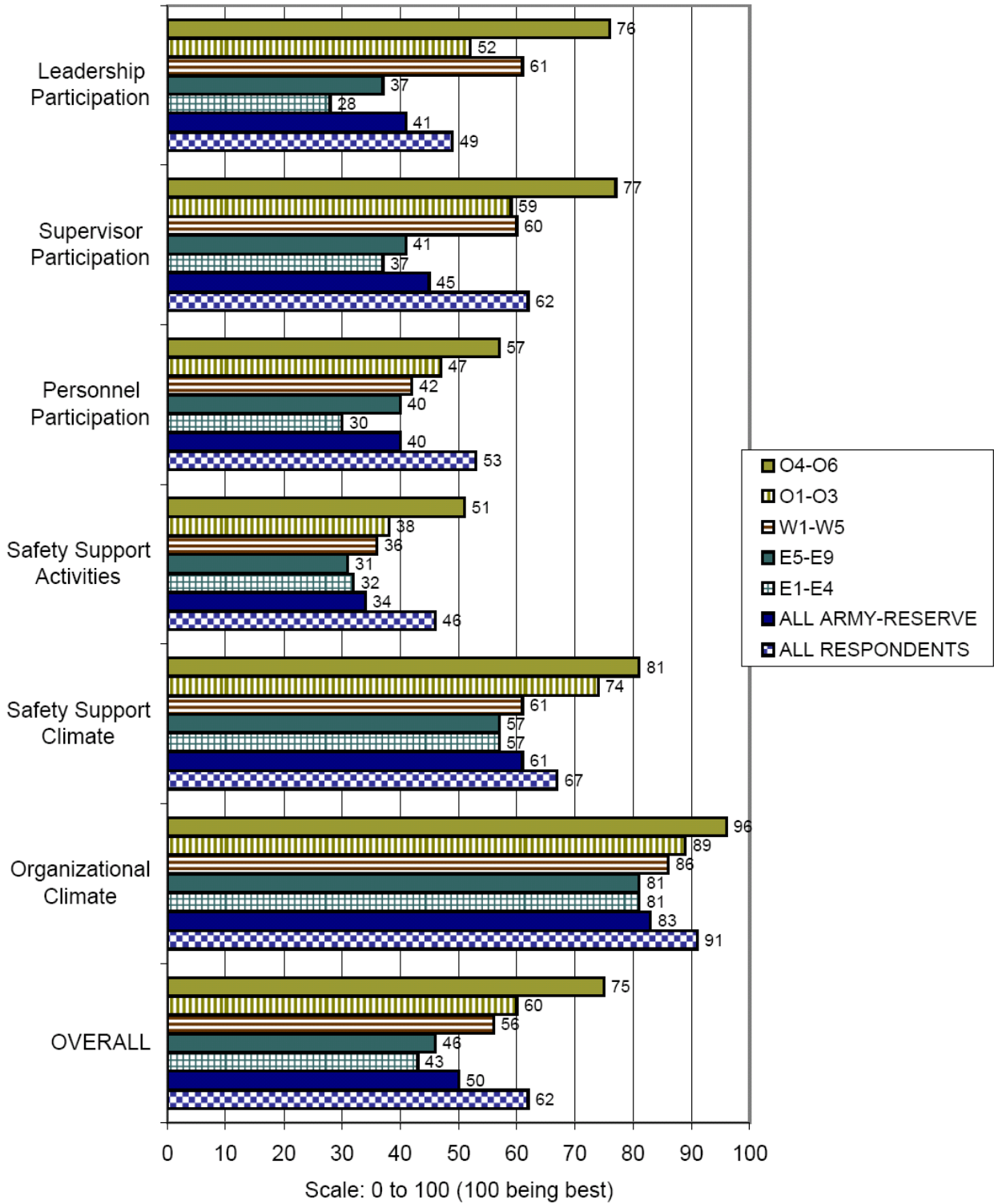
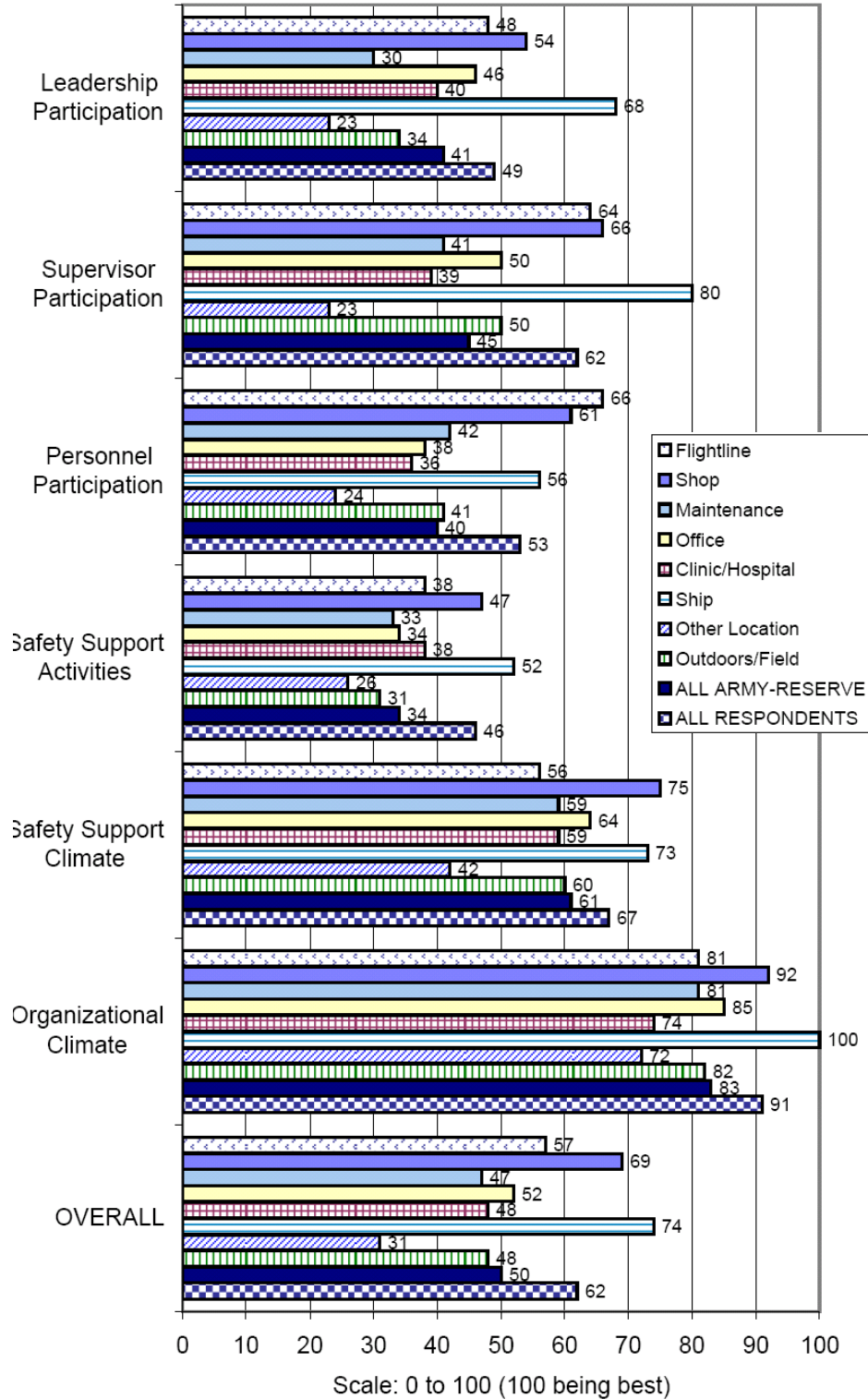
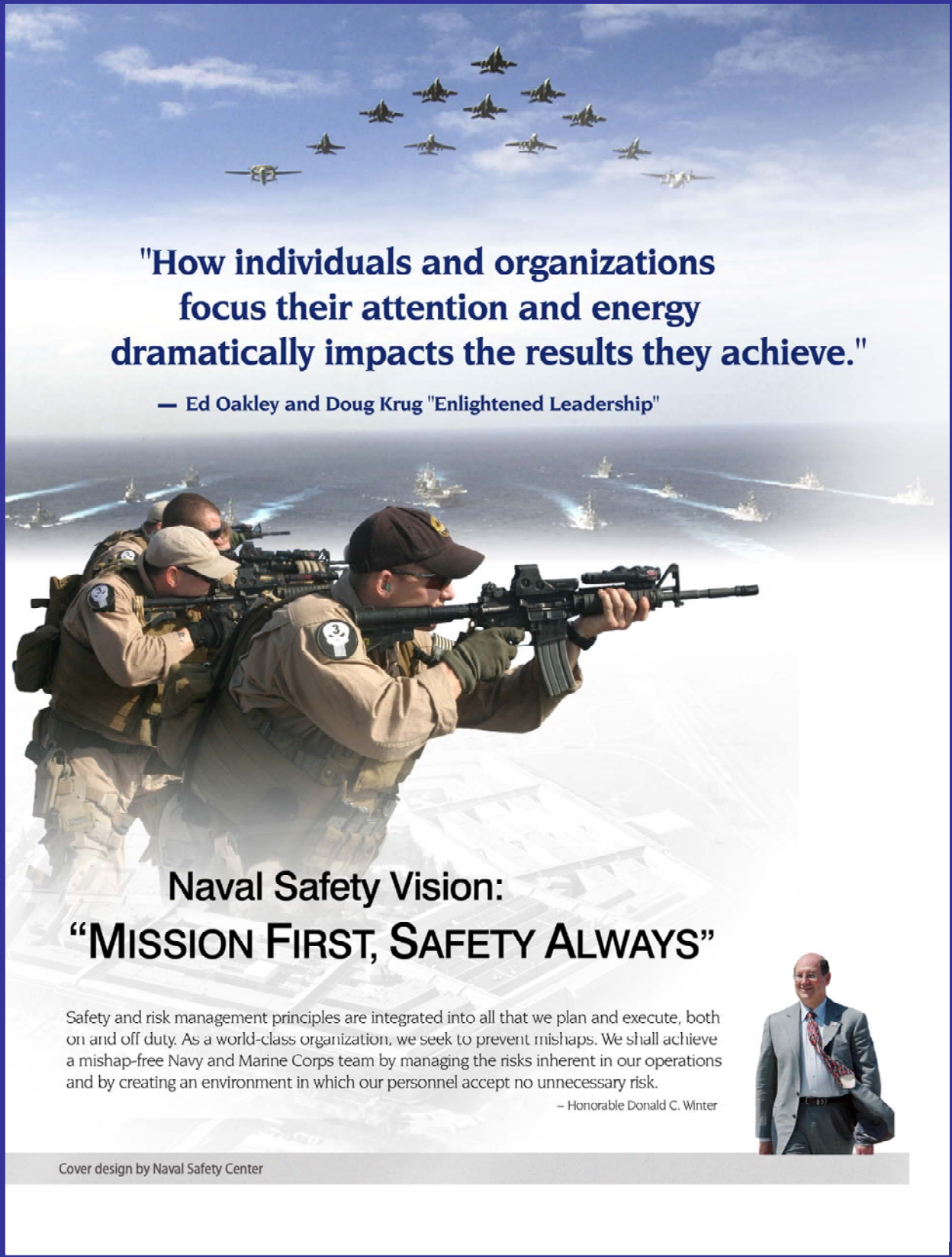


Figure 17
Program Category Percentile Scores by Work Location – Army Reserve – 2007



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**"How individuals and organizations
focus their attention and energy
dramatically impacts the results they achieve."**

— Ed Oakley and Doug Krug "Enlightened Leadership"

**Naval Safety Vision:
"MISSION FIRST, SAFETY ALWAYS"**

Safety and risk management principles are integrated into all that we plan and execute, both on and off duty. As a world-class organization, we seek to prevent mishaps. We shall achieve a mishap-free Navy and Marine Corps team by managing the risks inherent in our operations and by creating an environment in which our personnel accept no unnecessary risk.

— Honorable Donald C. Winter



Cover design by Naval Safety Center

3.10 Navy – Reserve

Figure 18 graphically presents the Navy-Reserve percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 18, 35 program items meet or surpass the 50th percentile mark, an improvement from 29 above average items in 2005. Nine elements achieved a high percentile score at or above 80. The ten highest scoring elements for the Navy-Reserve had percentile scores at or above 79 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)***
- Q9 Condition of unit teamwork (99) - 2005***
- Q16 Condition of personnel morale (93)***
- Q2 Frequency of personnel/leadership interactions (91) - 2005***
- Q3 Priority of safety issues relative to performing duties (89) - 2005***
- Q45 Perception that good environmental conditions are kept (88) - 2005***
- Q31 Leadership setting a positive safety example (88) - 2005***
- Q40 Leadership including safety in job promotion reviews (84) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (83) - 2005***
- Q10 Belief that leadership shows it cares about personnel safety (79) - 2005***

As indicated by the red shading, the Navy-Reserve generated 15 program items with scores below the 50th percentile (representing below average performance), compared to 17 such items in 2005. Among these elements, 12 items have moderately low scores of 40 or below, and one element has a low score of 20. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q14 Leadership publishing a policy on the value of personnel safety (20) - 2005***
- Q25 Personnel following lockout/tagout procedures (27) - 2005***
- Q26 Presence of safety training in new personnel orientation (30) - 2005***
- Q42 Unit personnel assignment stability (30)***
- Q8 Frequency of safety meeting occurrence (30) - 2005***
- Q30 Effectiveness of command safety officer in improving safety condition (31) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (32) - 2005***
- Q49 Leadership setting annual safety goals (36) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (37) - 2005***

- Q41 Availability of safety officer to provide assistance (38) - 2005***
- Q18 Belief that personnel understand safety regulations (39) - 2005***
- Q7 Leadership stressing the importance of safety in communications (39) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (45) - 2005***
- Q28 Supervisors acting on personnel safety suggestions (48) - 2005***
- Q24 Supervisors understanding personnel's job safety problems (49) - 2005***

Flightline personnel reported the most positive safety program perceptions with scores above 80 for each program category, resulting in a very high overall score of 96. Maintenance, Shop, Clinic/Hospital, Outdoors/Field, and Office staff had scores that were fairly similar to each other, with overall scores in the 70s and 80s. Ship followed, while the Other Location group had the lowest percentiles scores, generating a moderately low overall score of 37. Relative similarity among work locations would indicate that the Navy-Reserve safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

Figure 18
Percentile Scores of Safety Program Items – Navy-Reserve – 2007

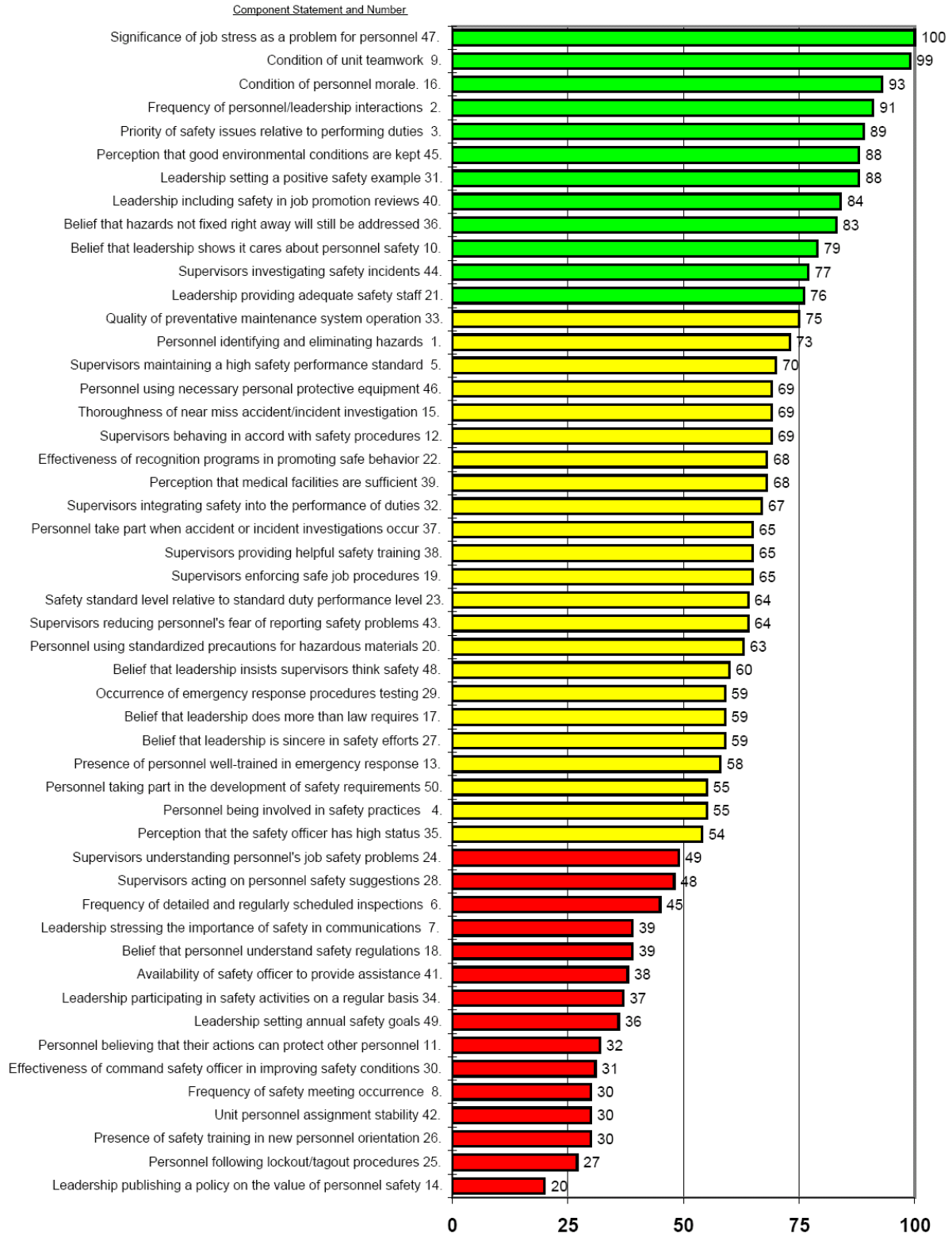


Figure 19 compares the 2007 Navy-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Navy-Reserve are higher than the All Respondents results. Current Navy-Reserve percentile scores range from a moderate 51 for Safety Support Activities to a very high score of 96 for Organizational Climate. The overall Navy-Reserve percentile score is a moderately high 71, indicating that 29 percent of the database organizations achieved a higher overall score than did the Navy-Reserve. This is an increase of 1 percentile point from Navy-Reserve's score of 70 in 2005. All program categories with comparable 2005 scores show increases or no change in 2007.

Figure 19
Program Category Percentile Scores – Navy-Reserve

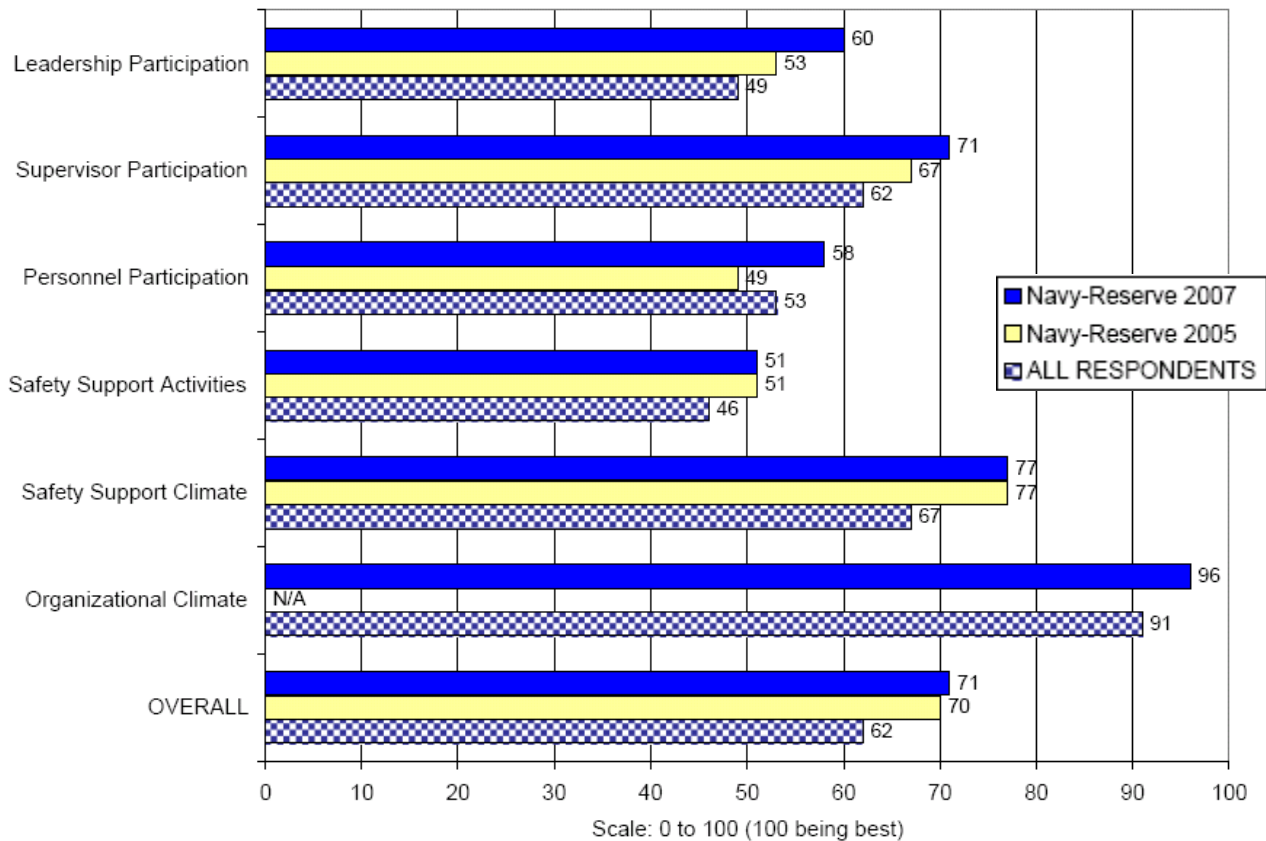


Figure 20 compares the safety perceptions of the Navy-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking personnel tended to report more positive safety program perceptions, while lower-ranking personnel generally have less positive responses. Currently the highest perceptions were found for the O4-O6 grade, compared to the considerably more positive perceptions held by W1-W5 in 2005. The O4-O6 group showed higher percentiles scores across program categories and

overall than the remaining grade groups. The remaining groups had relatively similar perceptions overall, with Officer and Warrant Officer groups generating higher percentile scores. The E1-E4 group had lowest percentiles scores for all program categories and overall. Relative similarity among grade perceptions would indicate that the Navy-Reserve safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

Figure 20
Program Category Percentile Scores by Grade – Navy-Reserve – 2007

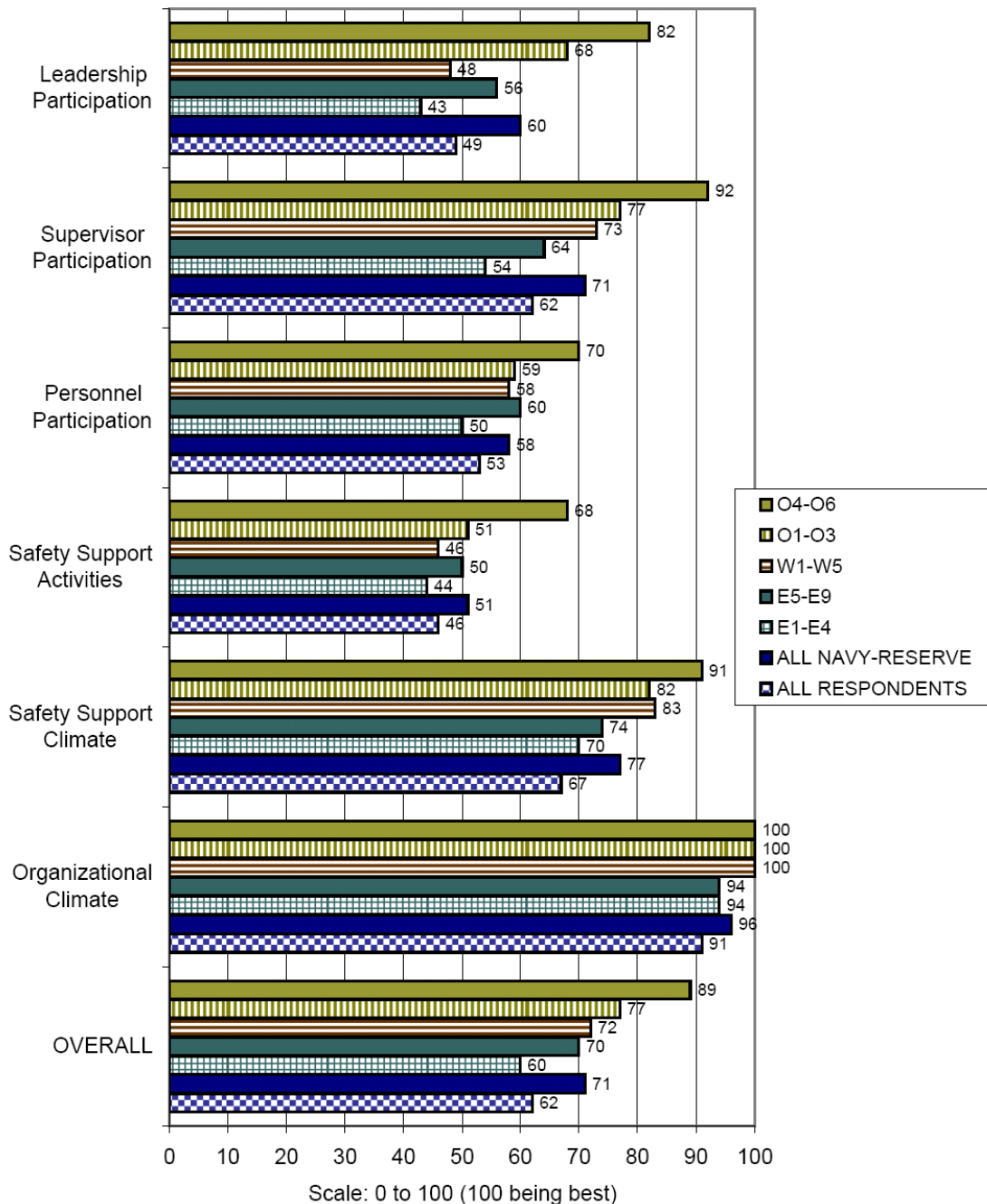
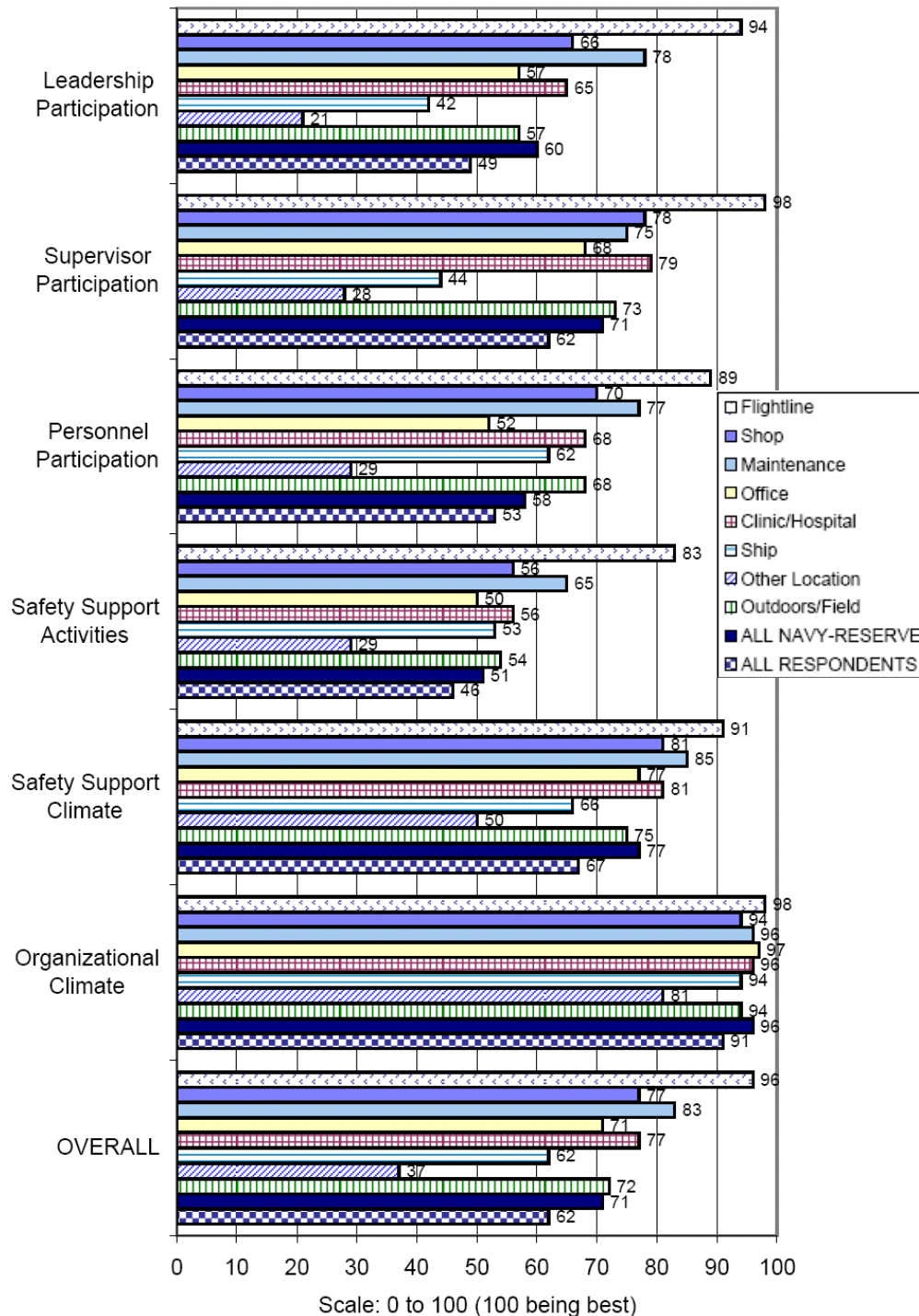


Figure 21 compares the safety perceptions of eight Navy-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, Ship and Other.

Figure 21
Program Category Percentile Scores by Work Location – Navy-Reserve



Flightline personnel reported the most positive safety program perceptions with scores above 80 for each program category, resulting in a very high overall score of 96. Maintenance, Shop, Clinic/Hospital, Outdoors/Field, and Office staff had scores that were fairly similar to each other, with overall scores in the 70s and 80s. Ship followed, while the Other Location group had the lowest percentile scores, generating a moderately low overall score of 37. Relative similarity among work locations would indicate that the Navy-Reserve safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

3.11 Marine Corps - Reserve

Figure 22 graphically presents the Marine Corps-Reserve's percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Elements with bars that meet or surpass this mark are performing at or above average while elements that fall short of this mark are performing below average.

As illustrated in Figure 22, 25 program items meet or surpass the 50th percentile mark, similar to 26 above average items in 2005. Three elements had a high percentile score at or above 80. The ten highest scoring elements for the Marine Corps-Reserve had percentile scores at or above 61 and are listed below (with percentile scores):

Q47 Significance of job stress as a problem for personnel (99)

Q9 Condition of unit teamwork (97) - 2005

Q16 Condition of personnel morale (80)

Q45 Perception that good environmental conditions are kept (77) - 2005

Q31 Leadership setting a positive safety example (73) - 2005

Q2 Frequency of personnel/leadership interactions (72)

Q33 Quality of preventative maintenance system operation (71) - 2005

Q21 Leadership providing adequate safety staff (69) - 2005

Q36 Belief that hazards not fixed right away will still be addressed (68) - 2005

Q10 Belief that leadership shows it cares about personnel safety (61)

As indicated by the red shading, the Marine Corps-Reserve generated 25 program items with scores below the 50th percentile (representing below average performance), compared to 20 such items in 2005. Among these elements, 21 items have moderately low scores of 40 or below, seven of which

have low scores of 20 or below. Elements with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. The below average priority items are listed below, from lowest to highest percentile score.

- Q11 Personnel believing that their actions can protect other personnel (11) - 2005*
- Q14 Leadership publishing a policy on the value of personnel safety (12) - 2005*
- Q25 Personnel following lockout/tagout procedures (14) - 2005*
- Q26 Presence of safety training in new personnel orientation (16) - 2005*
- Q34 Leadership participating in safety activities on a regular basis (19) - 2005*
- Q30 Effectiveness of command safety officer in improving safety condition (19) - 2005*
- Q18 Belief that personnel understand safety regulations (19) - 2005*
- Q43 Supervisors reducing personnel's fear of reporting safety problems (21) - 2005*
- Q28 Supervisors acting on personnel safety suggestions (22) - 2005*
- Q7 Leadership stressing the importance of safety in communications (23) - 2005*
- Q49 Leadership setting annual safety goals (25) - 2005*
- Q42 Unit personnel assignment stability (27)*
- Q8 Frequency of safety meeting occurrence (33) - 2005*
- Q24 Supervisors understanding personnel's job safety problems (34) - 2005*
- Q41 Availability of safety officer to provide assistance (35) - 2005*
- Q6 Frequency of detailed and regularly scheduled inspections (35) - 2005*
- Q50 Personnel taking part in the development of safety requirements (37) - 2005*
- Q12 Supervisors behaving in accord with safety procedures (37)*
- Q27 Belief that leadership is sincere in safety efforts (37)*
- Q1 Personnel identifying and eliminating hazards (37) - 2005*
- Q4 Personnel being involved in safety practices (38) - 2005*
- Q29 Occurrence of emergency response procedures testing (43)*
- Q35 Perception that the safety officer has high status (43) - 2005*
- Q17 Belief that leadership does more than law requires (48) - 2005*
- Q22 Effectiveness of recognition programs in promoting safe behavior (49)*

Figure 22
Percentile Scores of Safety Program Items – Marine Corps – Reserve – 2007

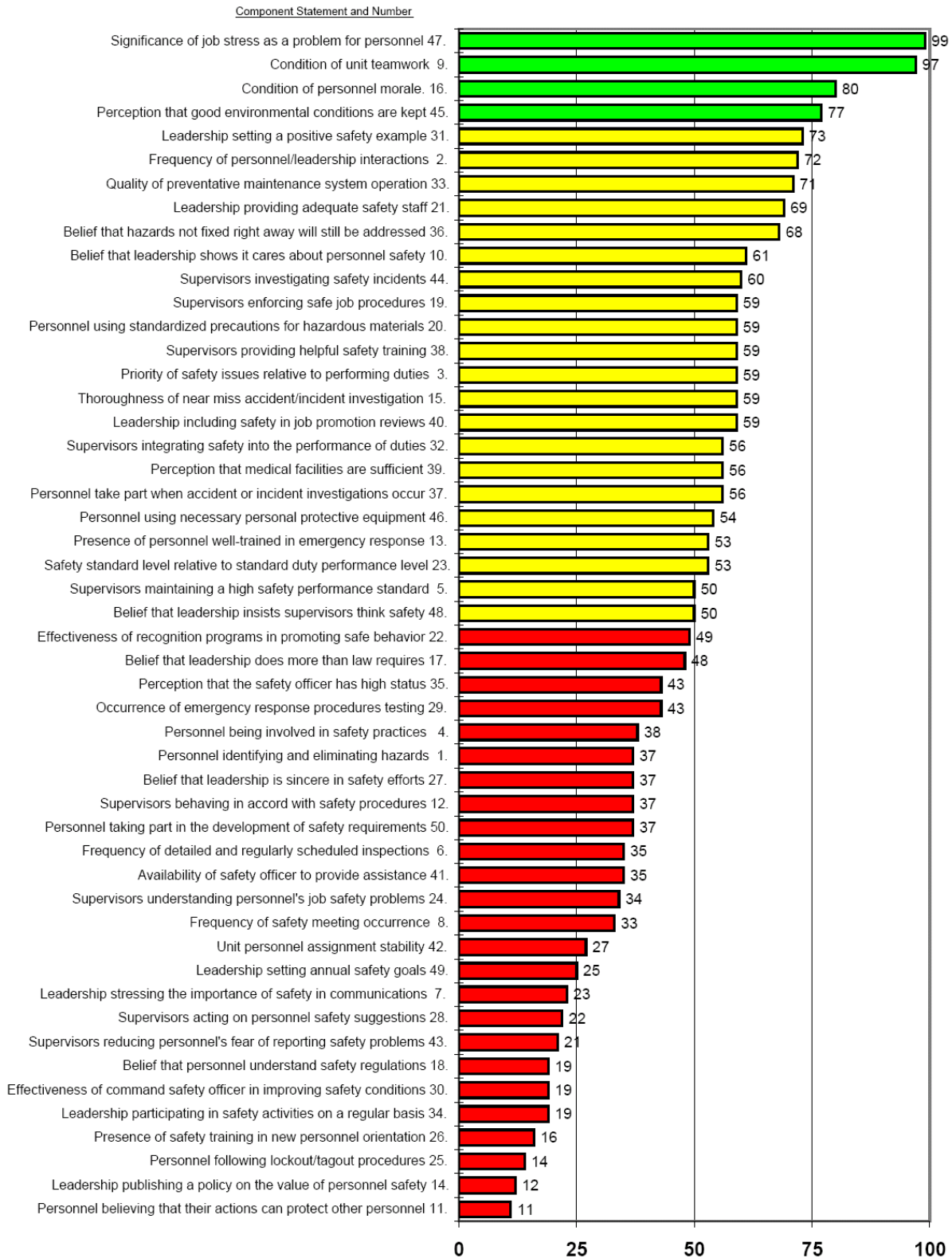


Figure 23 compares the 2007 Marine Corps-Reserve results against its 2005 results and current all Guard/Reserve respondents. Having decreased from their 2005 levels, all of the program categories and the overall score for the Marine Corps-Reserve are currently lower than the All Respondents results. Marine Corps-Reserve percentile scores range from a moderately low score of 34 for Personnel Participation to a high score of 87 for Organizational Climate. The overall Marine Corps-Reserve percentile score is 49, indicating that 51% of the database organizations achieved a higher overall score than did the Marine Corps-Reserve. This is a decrease of -10 percentile points from Marine Corps-Reserve's moderate score of 59 in 2005. All program categories with comparable 2005 scores show decreases in 2007.

Figure 23
Program Category Percentile Scores – Marine Corps-Reserve

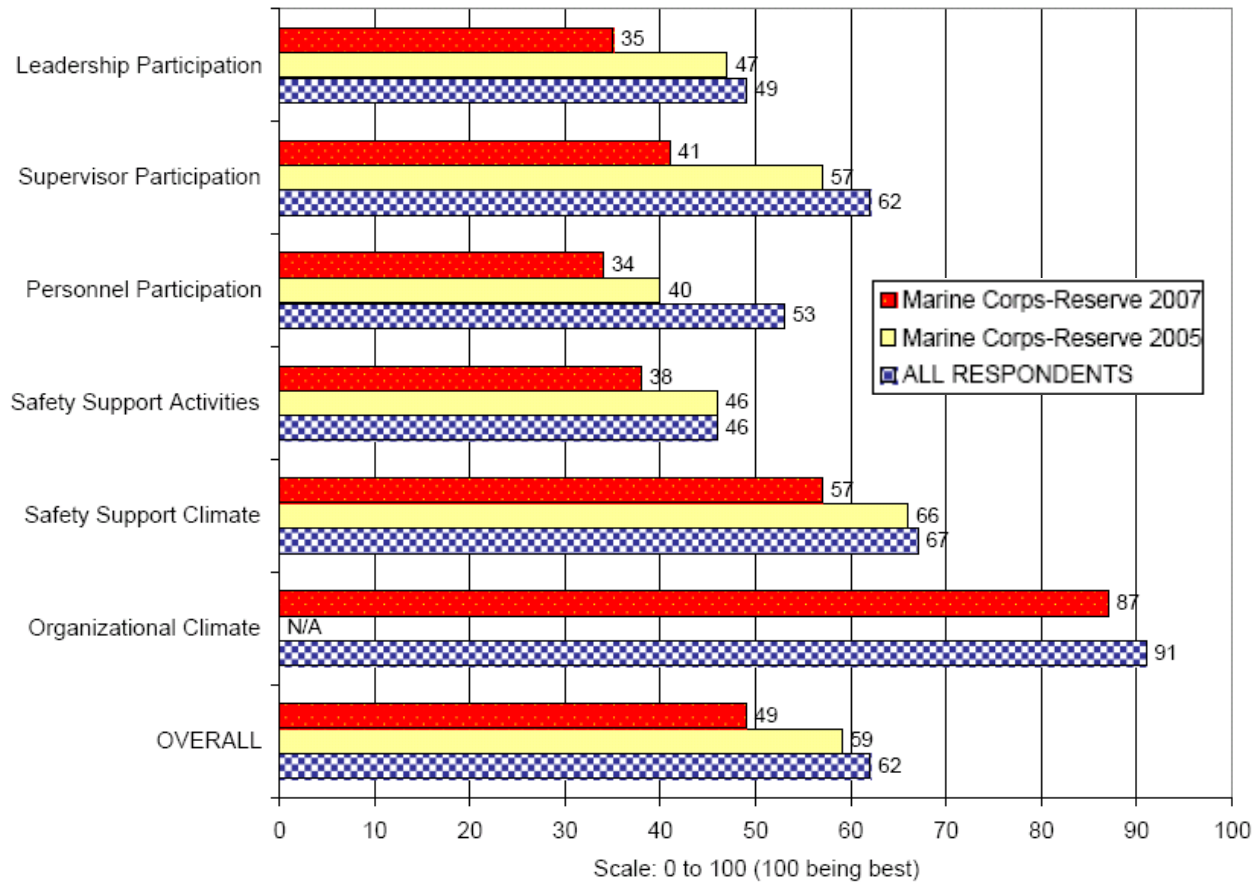


Figure 24 compares the safety perceptions of the Marine Corps-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer and with their own 2005 results, the highest-ranking personnel report more positive safety program perceptions overall and for all program categories. The W1-W5, O4-O6, and O1-O3 groups showed substantially more positive perceptions than the enlisted grade groups, with Warrant Officers generating a very high overall score of 93. The Marine Corps-Reserve E5-E9 personnel generated mostly moderate scores and the E1-E4 group received the lowest percentile scores, generating a moderately low overall score of 42. Relative similarity among grade perceptions would indicate that the Marine Corps-Reserve safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

Figure 24
Program Category Percentile Scores by Grade – Marine Corps-Reserve – 2007

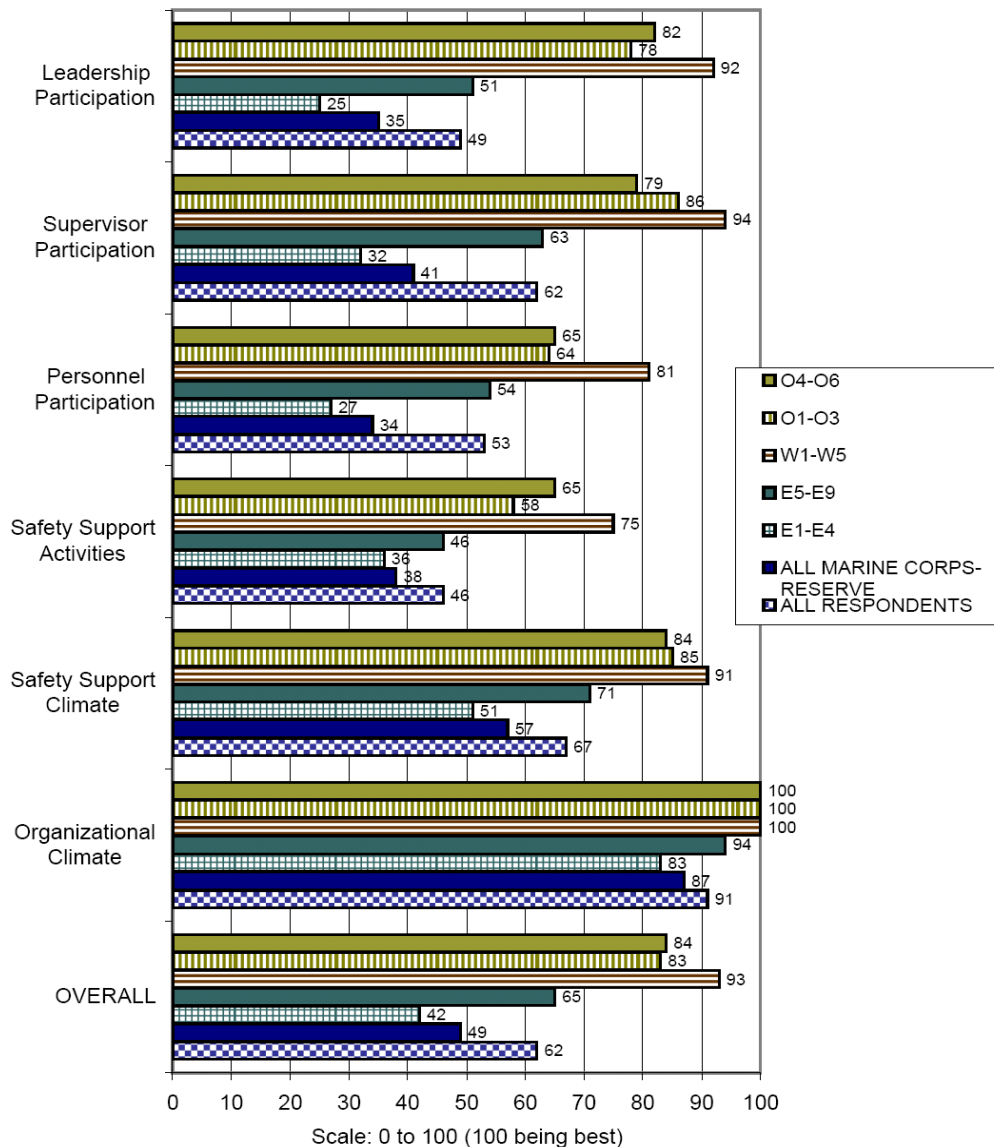
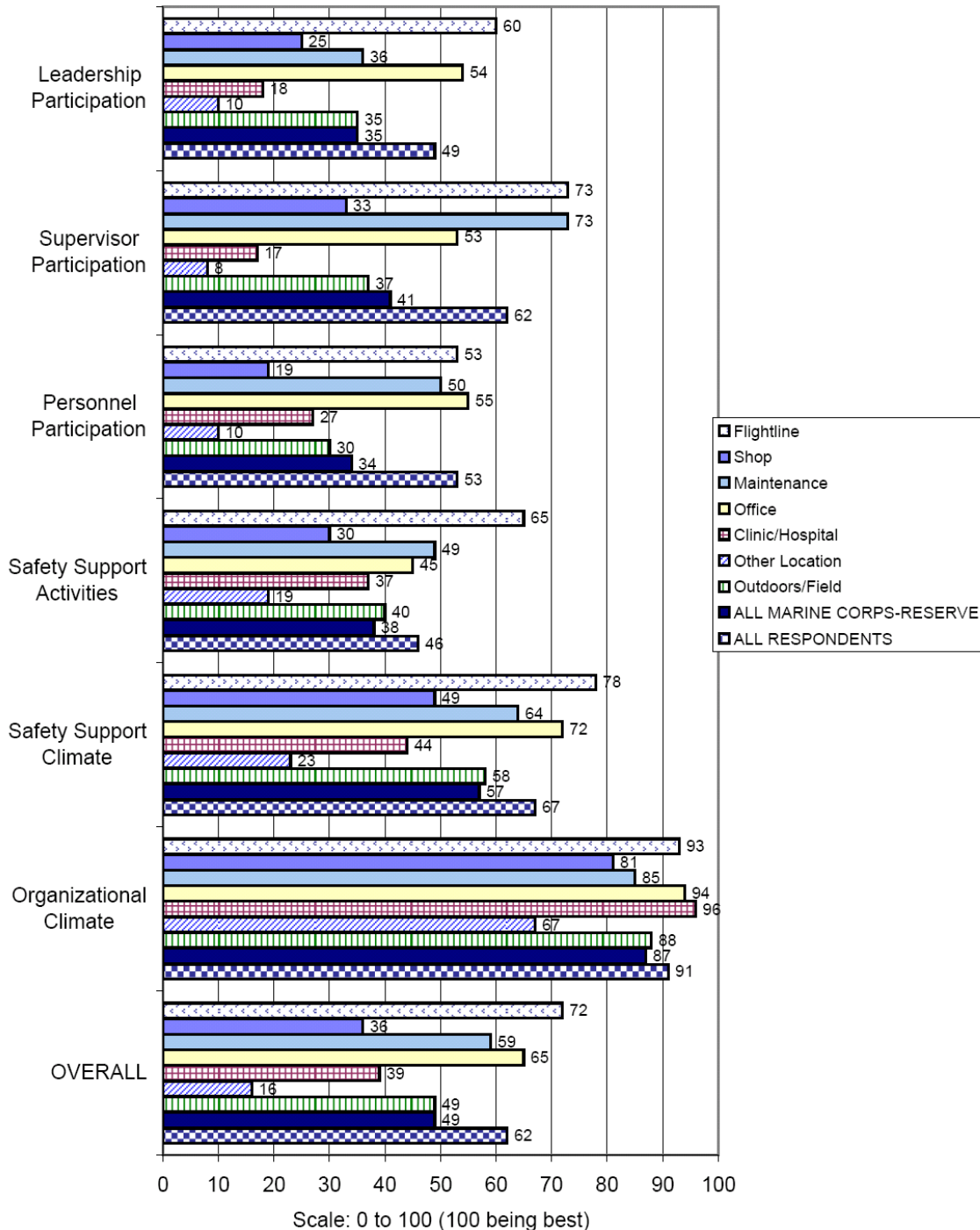


Figure 25 compares the safety perceptions of seven Marine Corps-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other. Because of a low subgroup sample size, the Ship work location is not included in the Marine Corps-Reserve analysis.

Figure 25
Program Category Percentile Scores by Work Location – Marine Corps-Reserve – 2007



Flightline personnel report the most positive safety program perceptions for the Marine Corps-Reserve. This location generated above average program category scores, resulting in a moderately high overall score of 72. Office and Maintenance staff generated more moderate scores. Outdoors/Field, Clinic/Hospital, Shop and Other Location staff generated below average overall perceptions. Of these, Other Location personnel generated the lowest perceptions, with well below average perceptions for each program category and a low overall score of 16. Relative similarity among work location perceptions would indicate that the Marine Corps-Reserve safety program is uniformly administered across work locations, while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities.

World Class Organizations ...



**Understand Mission
Clear Vision
Enabling/Growing Leaders
Ongoing Dialogue
Developing Skill Set
Combined with Proper Tools**

“The best leaders clearly communicate their vision and objectives, empower their people, mentor along the way and take time to debrief performance in relation to those objectives.”

*— Lt Col Kevin Robbins —
Commander,
Thunderbirds Demonstration Team
Nellis AFB*

Cover design by Felicia M. Moreland of the HQ Air Force Safety Center

3.12 Air Force – Guard

Figure 26 graphically presents the Air Force-Guard percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As in 2005, fully 45 program items meet or surpass the 50th percentile mark. Twenty-four items achieved a high percentile score at or above 80. The 12 highest scoring items for the Air Force-Guard had percentile scores at or above 90 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)***
- Q9 Condition of unit teamwork (99) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (93) - 2005***
- Q31 Leadership setting a positive safety example (92) - 2005***
- Q33 Quality of preventative maintenance system operation (92) - 2005***
- Q21 Leadership providing adequate safety staff (91) - 2005***
- Q45 Perception that good environmental conditions are kept (91) - 2005***
- Q40 Leadership including safety in job promotion reviews (91) - 2005***
- Q3 Priority of safety issues relative to performing duties (90) - 2005***
- Q32 Supervisors integrating safety into the performance of duties (90) - 2005***
- Q38 Supervisors providing helpful safety training (90)***
- Q44 Supervisors investigating safety incidents (90) - 2005***

As indicated by the red shading, the Air Force-Guard generated five program items with scores below the 50th percentile (representing below average performance). These below average priority items are listed below from lowest to highest percentile score.

- Q39 Perception that medical facilities are sufficient (22)***
- Q8 Frequency of safety meeting occurrence (41)***
- Q25 Personnel following lockout/tagout procedures (41) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (41)***
- Q42 Unit personnel assignment stability (43)***

Figure 26
Percentile Scores of Safety Program Items – Air Force – Guard – 2007

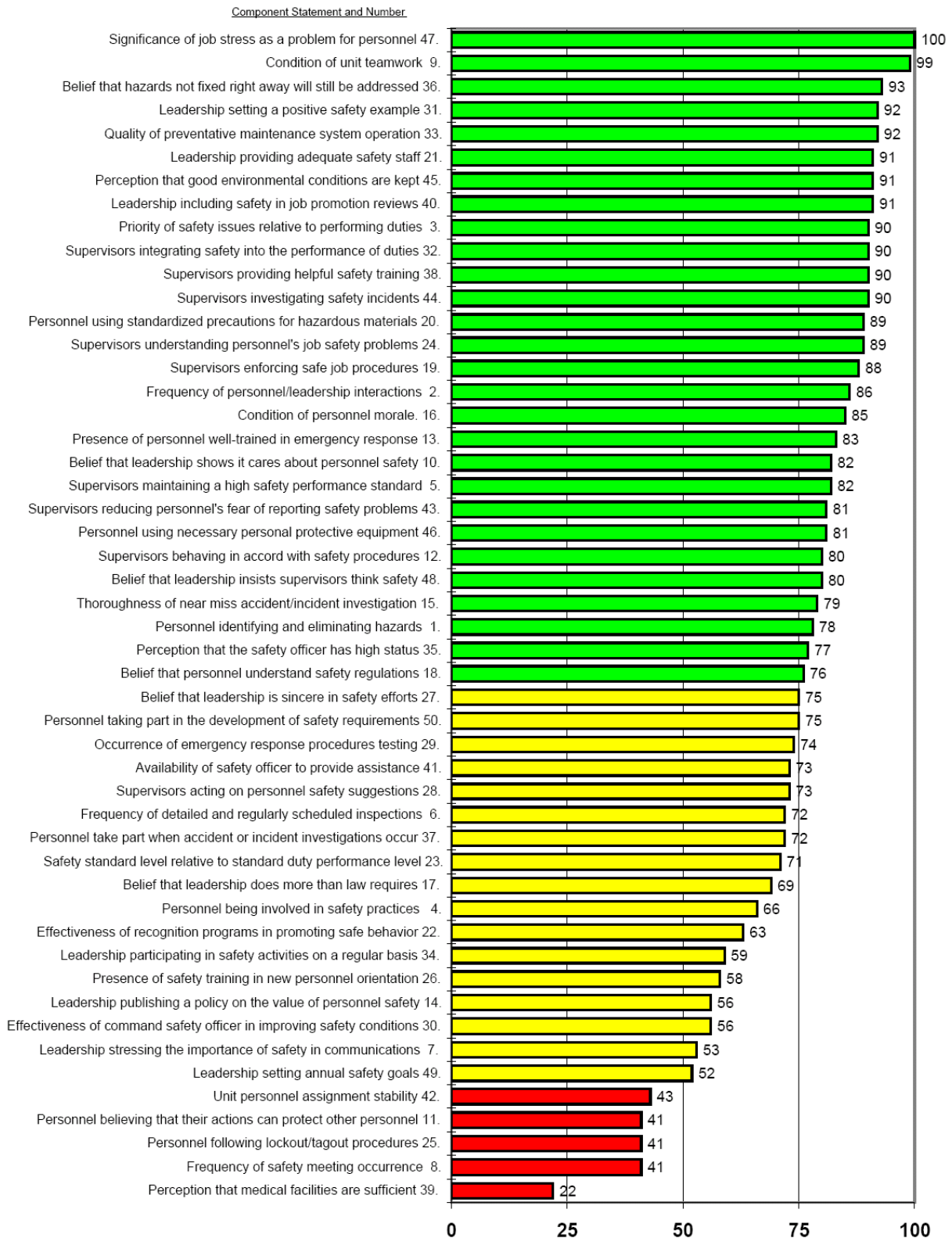


Figure 27 compares the 2007 Air Force-Guard results against its 2005 results and current all Guard/Reserve respondents. For all program categories and the overall score, the Air Force-Guard results are substantially higher than the All Respondents results. Air Force-Guard percentile scores range from a moderately high score of 77 for Personnel Participation and Safety Support Activities to a very high score of 96 for Organizational Climate. The overall Air Force-Guard percentile score is a high 86, indicating that only 14 percent of the database organizations achieved a higher overall score than did the Air Force-Guard. However, this is a decrease of 4 percentile point from Air Force-Guard's very high score of 90 in 2005. All program categories with comparable 2005 scores show no change or decreases in 2007.

Figure 27
Program Category Percentile Scores – Air Force – Guard

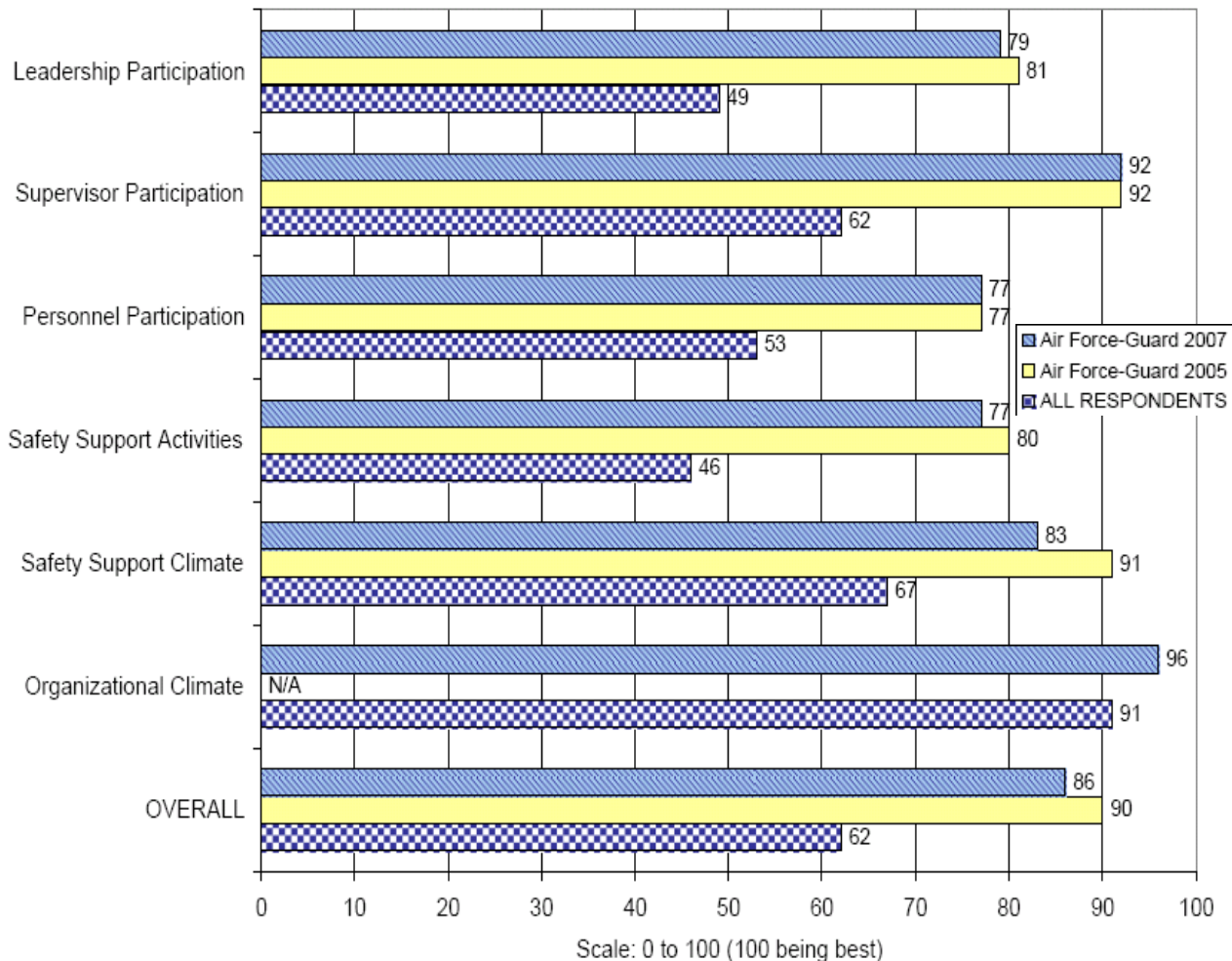


Figure 28 compares the safety perceptions of the Air Force-Guard grades according to program category. Consistent with many organizations that have conducted the Safety Barometer and their 2005 results, higher-ranking staff report the most positive safety program perceptions overall and in all program categories, while lower-ranking personnel generate less positive

responses. The O4-O6 group shows notably more positive perceptions than the remaining groups. Although O1-O3 personnel also generated more positive scores than enlisted staff, their perceptions are generally more similar to the enlisted staff than to the O4-O6 group. The Air Force-Guard E5-E9 group received the lowest percentile scores for all program categories and Overall. Relative similarity among grade perceptions would indicate that the Air Force-Guard safety program is uniformly administered across grades while notable differences suggest that improved communication and increased contact among these groups may help to decrease the safety perception disparities. Figure 28 shows a general pattern of more positive safety perceptions with higher grades.

Figure 28
Program Category Percentile Scores by Grade – Air Force – Guard

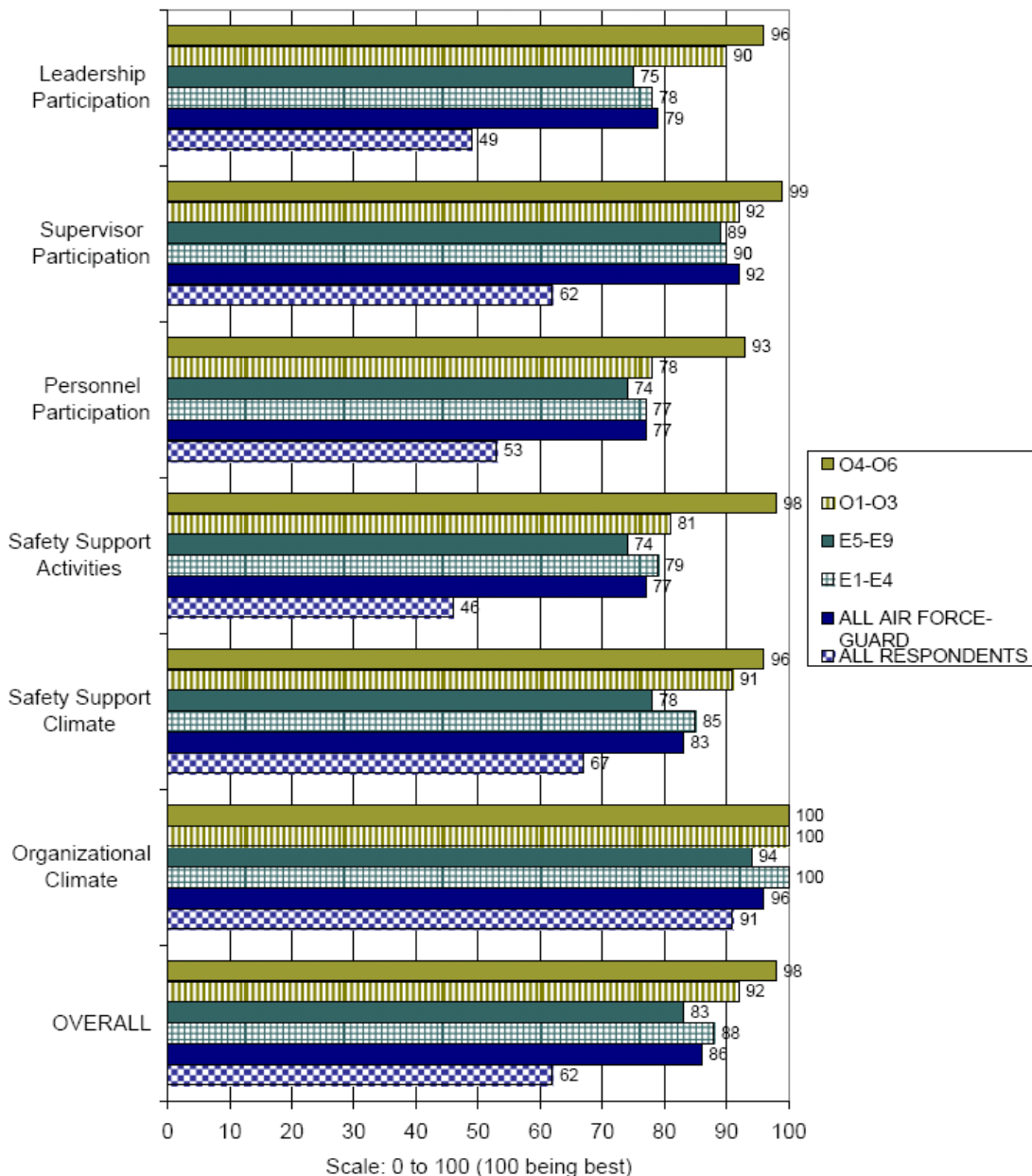
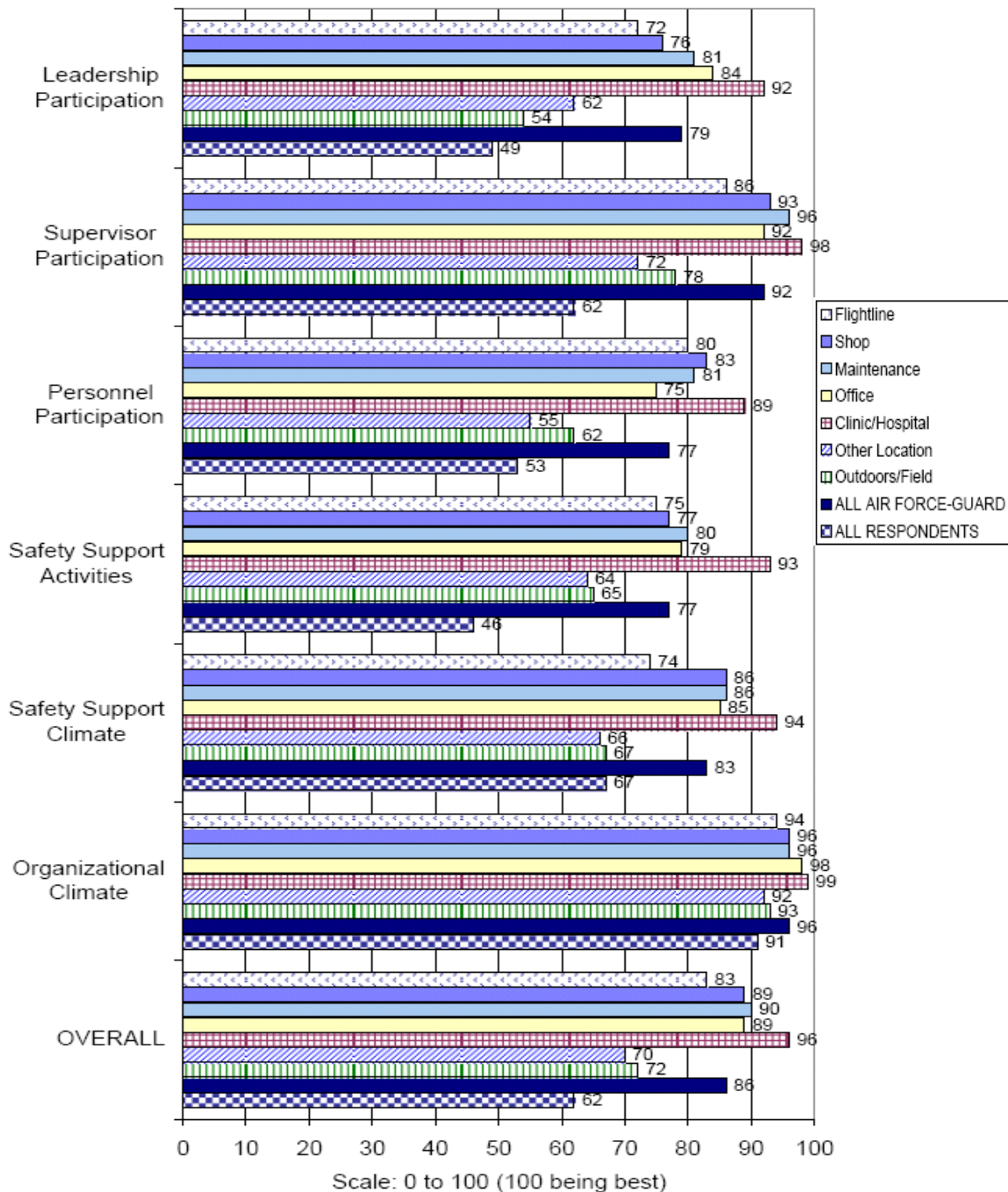


Figure 29 compares the safety perceptions of seven Air Force-Guard work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location. Because of a low subgroup sample size, the Ship location is not included in the Air Force-Guard analysis.

Figure 29
Percentile Scores of Safety Program Items by Work Location – Air Force – Guard



While Clinic/Hospital reported the most positive safety program perceptions with a very high overall score of 96, Maintenance, Shop, Office, and Flightline locations also generated strong results with overall scores ranging from 83 to 90. Outdoors/Field and Other Location staff had moderately high scores in the 70s. The Other Location group tended to generate the lowest percentiles scores. Relative similarity among work locations would indicate that the Air Force-Guard safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

3.13 Air Force – Reserve

Figure 30 graphically presents the Air Force-Reserve percentile scores for each of the 50 standard safety program items. Average performance compared to the NSC database is indicated by the vertical line at the 50th percentile. Items with bars that meet or surpass this mark are performing at or above average while items that fall short of this mark are performing below average.

As illustrated in Figure 30, fully 44 program items meet or surpass the 50th percentile mark, similar to 43 above average items in 2005. Nineteen elements achieved a high percentile score at or above 80, six of which achieved very high scores at or above 90. The 11 highest scoring items for the Air Force-Reserve had percentile scores at or above 87 and are listed below (with percentile scores):

- Q47 Significance of job stress as a problem for personnel (100)***
- Q9 Condition of unit teamwork (97) - 2005***
- Q40 Leadership including safety in job promotion reviews (92) - 2005***
- Q3 Priority of safety issues relative to performing duties (90) - 2005***
- Q31 Leadership setting a positive safety example (90) - 2005***
- Q36 Belief that hazards not fixed right away will still be addressed (90) - 2005***
- Q21 Leadership providing adequate safety staff (89) - 2005***
- Q45 Perception that good environmental conditions are kept (89) - 2005***
- Q32 Supervisors integrating safety into the performance of duties (88) - 2005***
- Q38 Supervisors providing helpful safety training (87) - 2005***
- Q44 Supervisors investigating safety incidents (87) - 2005***

As indicated by the red shading, the Air Force-Reserve generated six items with scores below the 50th percentile (representing below average performance). Among these items, three have moderately low scores of 40 or below, with no low scores of 20 or below. Items with below average percentiles (<50) are potential target areas that can be used to determine improvement priorities. These below average priority elements, listed from lowest to highest percentile score,

are:

Q25 Personnel following lockout/tagout procedures (30) - 2005

Q42 Unit personnel assignment stability (31)

Q11 Personnel believing that their actions can protect other personnel (40) - 2005

Q39 Perception that medical facilities are sufficient (41)

Q14 Leadership publishing a policy on the value of personnel safety (47)

Q8 Frequency of safety meeting occurrence (48)

Figure 30
Percentile Scores of Safety Program Items – Air Force-Reserve – 2007

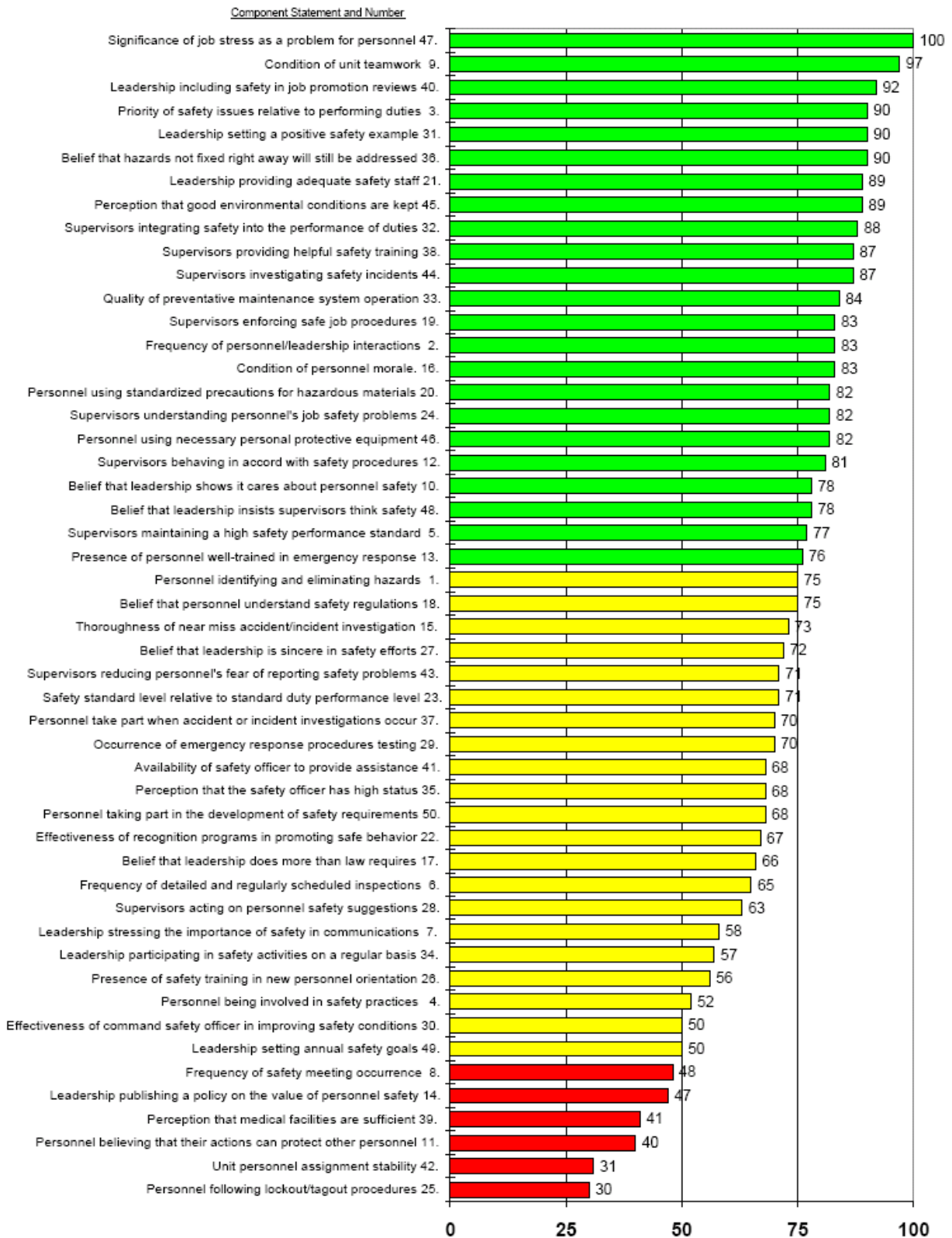


Figure 31 compares the 2007 Air Force-Reserve results against its 2005 results and current all Guard/Reserve respondents. All six program categories and the overall score for the Air Force-Reserve are higher than the All Respondents results. Current Air Force-Reserve percentile scores range from a moderately high score of 70 for Personnel Participation to a very high score of 94 for Organizational Climate. The overall Air Force-Reserve percentile score is a high 83, indicating that 17 percent of the database organizations achieved a higher overall score than did the Air Force-Reserve. However, this is a decrease of 6 percentile points from Air Force-Reserve's high score of 89 in 2005. All program categories with comparable 2005 scores show no change or decreases in 2007.

Figure 31
Program Category Percentile Scores – Air Force –Reserve

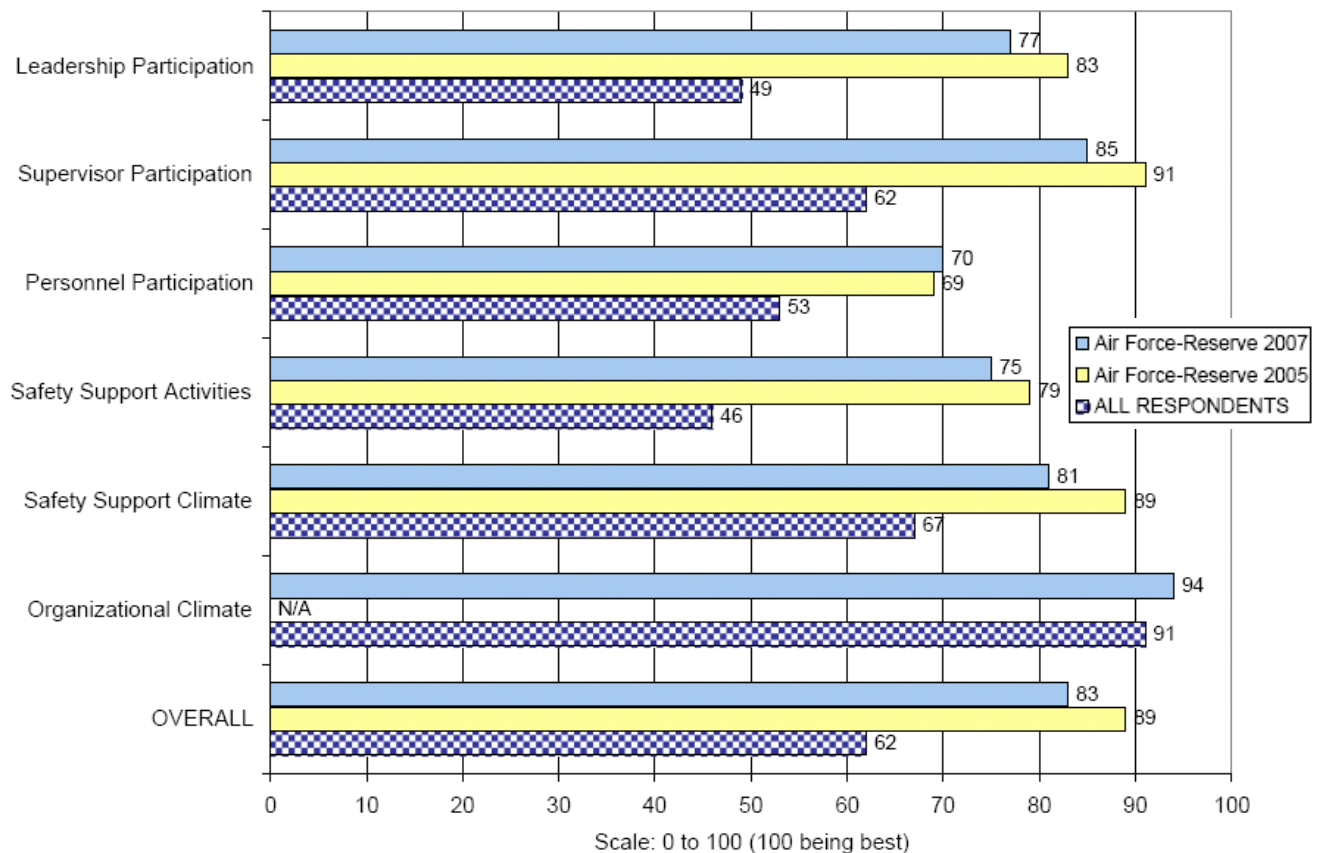


Figure 32 compares the safety perceptions of the Air Force-Reserve grades according to program category. Consistent with many organizations that have conducted the Safety Barometer, higher-ranking staff tend to report more positive safety program perceptions, while lower-ranking personnel generate less positive responses. The O4-O6 group generally shows more positive perceptions than the remaining groups. Although O1-O3 personnel also generated more positive scores than enlisted staff, in some instances, their perceptions are quite similar to the enlisted staff. The Air Force-Reserve E5-E9 group received the lowest percentile scores for most program categories and Overall. Relative similarity among grade perceptions would indicate that the Air Force-Reserve safety program is uniformly administered across grades. Figure 32 shows a general pattern of slightly more positive safety perceptions with higher grades.

Figure 32
Program Category Percentile Scores by Grade – Air Force –Reserve – 2007

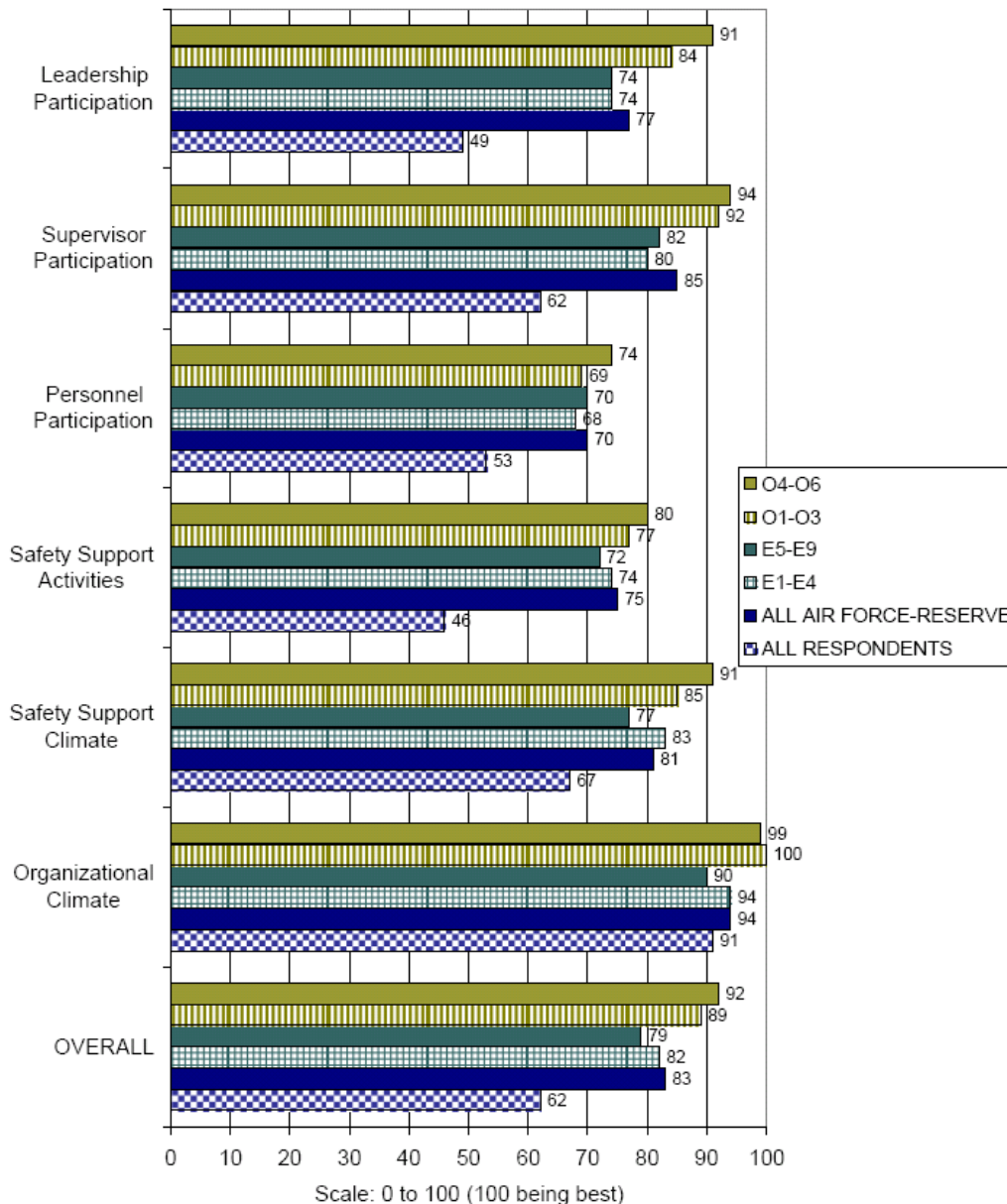
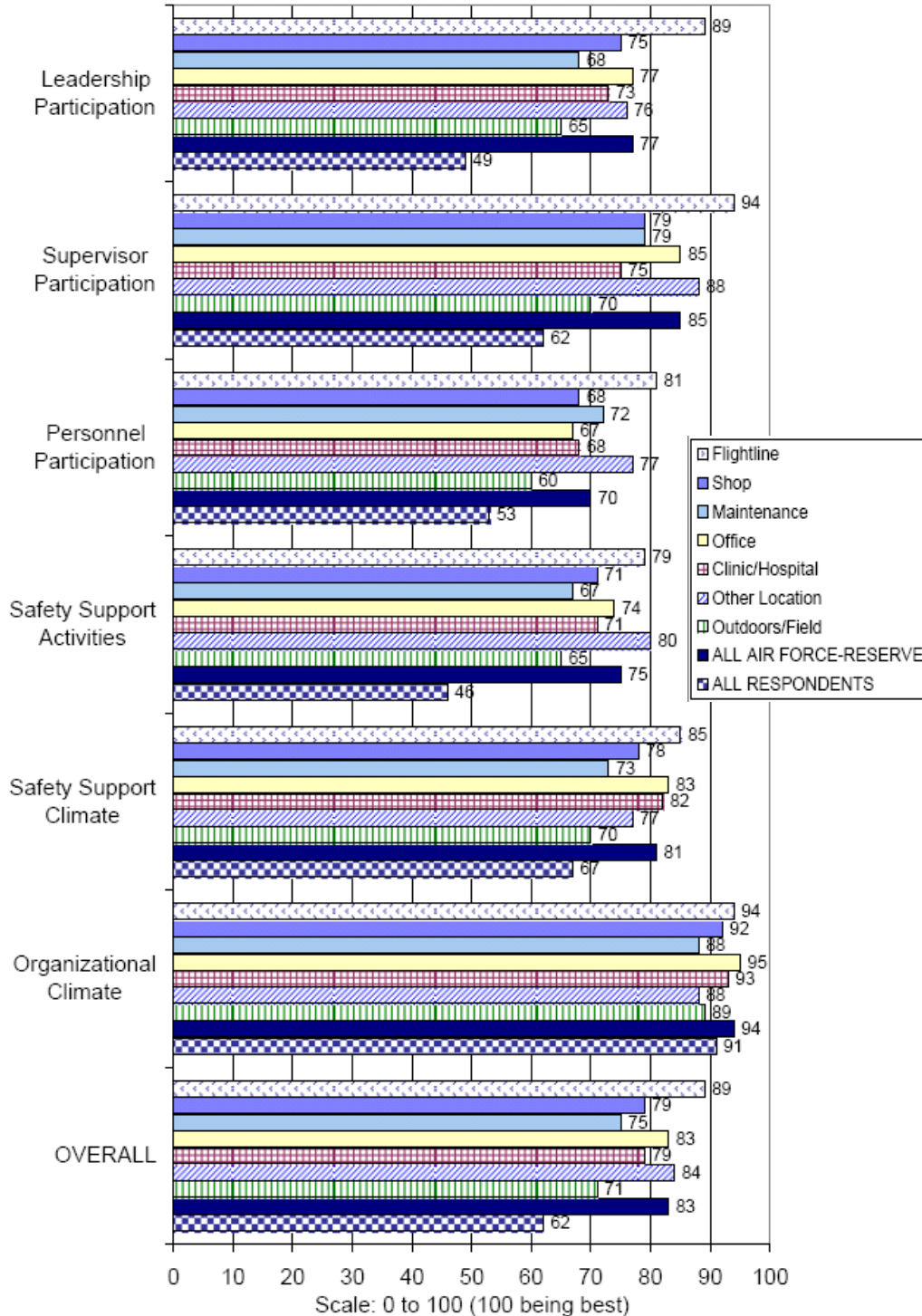


Figure 33 compares the safety perceptions of seven Air Force-Reserve work locations according to program category. These work locations are Office, Shop, Maintenance, Outdoors/Field, Flightline, Clinic/Hospital, and Other Location. Because of a low subgroup sample size, the Ship location is not included in the Air Force-Reserve analysis.

Figure 33
Program Category Percentile Scores by Work Location – Air Force –Reserve – 2007



Maintenance personnel reported the most positive safety program perceptions with a strong overall score of 89. High overall scores in the 80s were also generated by Other Location and Office staff. The remaining four locations had moderately high overall scores in the 70s, with Outdoors/Field generating the lowest score. Although somewhat similar results are seen across work locations in Air Force-Reserve, there was greater similarity in 2005. Relative similarity among work locations would indicate that the Air Force-Reserve safety program is uniformly administered across work locations, whereas dissimilarity may indicate disparity in the administration of the safety program.

4 Conclusions

4.1 Overview

This report provides results of a survey of Guard/Reserve personnel conducted in 2007, with comparisons to 2005 results. These results can be used to assess perceptions of Guard/Reserve personnel regarding a variety of culture and activity-based items, to identify priority problem areas for specific action planning, and to analyze differences by grade, Reserve Component, and work location. The data presented in this report can also be used as a baseline against which to continue measuring future progress and to quantify changes in perceptions regarding activity-based and culture-based issues in the future. Used on an on-going basis, the survey becomes a motivation to encourages safety related action and serves as an evaluation and planning tool.

4.2 Path Forward

DoD Components should use these results as a catalyst and guide for making current safety program improvements. This report identifies lower-scoring priority items and problem areas for the organization as a whole and for various subgroups of personnel. Safety managers should examine the results and should use the following three-step process to:

- Investigate, discuss, and understand why the areas might have been identified as lower-scoring priorities by survey respondents;
- Decide whether attention to each candidate priority item aligns with broader cultural and strategic initiatives of the organization; and
- Select and implement specific action-oriented strategies as countermeasures within the organization.

In addition, in order to maximize use of survey results:

- A team or teams of personnel further understand survey results and implement the three-

step results interpretation process described above.

- Results interpretation team(s) should include personnel from all appropriate branches of Service, grades, and other demographic groups.
- Proposed action-oriented strategies developed by the results interpretation team(s) should be reviewed by high-level DoD leadership and implemented with clear support.
- Results of the action plans should be measured using appropriate indicators and re-implementation of the survey instrument.
- Feedback of survey results should be communicated to those identified in the survey population and to a wider distribution within DoD as appropriate

4.3 List of Report Conclusions

The safety program for Guard/Reserve received generally moderately high ratings on the Safety Barometer survey, with one-third of the program items scoring below average. Compared with responses from the 232 locations in the NSC database, Guard/Reserve percentile scores for safety program categories ranged from a below average 46 Safety Support Activities to a very high 91 for Organizational Climate. The overall Safety Barometer percentile score was a moderately high 62 out of 100, indicating that 38 percent of the database organizations achieved a higher overall score than did Guard/Reserve personnel. This is an improvement of 5 percentile points from the moderate score of 57 for DoD Guard/Reserve in 2005.

Closer examination shows that Guard/Reserve personnel scored at or above the 50th percentile for 33 of 50 standard program items, an increase from 24 above average items in 2005. Six items generated high scores above 80. It is generally recommended that safety program items with percentiles less than 50 receive attention. These lowest scoring elements may be used to establish improvement priorities. The 17 Safety Barometer items that generated below average percentile scores (<50) for Guard/Reserve personnel are presented below from lowest to highest percentile score.

- Q25 Personnel following lockout/tagout procedures (19) - 2005***
- Q30 Effectiveness of command safety officer in improving safety conditions (25) - 2005***
- Q11 Personnel believing that their actions can protect other personnel (25) - 2005***
- Q14 Leadership publishing a policy on the value of personnel safety (26) - 2005***
- Q42 Unit personnel assignment stability (27)***
- Q26 Presence of safety training in new personnel orientation (27) - 2005***
- Q8 Frequency of safety meeting occurrence (30) - 2005***
- Q7 Leadership stressing the importance of safety in communications (33) - 2005***
- Q49 Leadership setting annual safety goals (33) - 2005***
- Q34 Leadership participating in safety activities on a regular basis (33) - 2005***

- Q28 Supervisors acting on personnel safety suggestions (37) - 2005***
- Q41 Availability of safety officer to provide assistance (38) - 2005***
- Q18 Belief that personnel understand safety regulations (39) - 2005***
- Q43 Supervisors reducing personnel's fear of reporting safety problems (42) - 2005***
- Q50 Personnel taking part in the development of safety requirements (44) - 2005***
- Q6 Frequency of detailed and regularly scheduled inspections (46) - 2005***
- Q27 Belief that leadership is sincere in safety efforts (48) - 2005***

For all six program categories and overall, higher-ranking grades continue to generate the most positive perceptions among Guard/Reserve personnel, with a strong pattern of increasingly positive safety perceptions with higher grades. Currently, the O4-O6 category has a high overall percentile score of 87 out of 100, improved from its high score of 84 in 2005. Similar to their moderate, but slightly below average score of 49 in 2005, those in the E1-E4 category have a moderate overall percentile score of 55 in 2007.

Dissimilarities in perceptions among work locations were found, with those in Flightline continuing to have the most positive perceptions with a high overall score of 84. Shop and Maintenance personnel were somewhat less positive with moderately high overall scores in the 70s. Other Location personnel continue to generate the least positive responses with a low overall score of 38, which reflects a percentile score decrease since 2005.

Reserve Component analyses show that the Air Force-Guard and Air Force-Reserve again generated the most positive safety program perceptions, with high overall percentile scores in the 80s. Nearly identical to their 2005 results, Navy-Reserve generated a moderately high score of 71. With improvements of 10 percentile points and more since 2005, Army-Guard and Army-Reserve currently generate above average, moderate scores in the 50s. Decreasing 10 points since 2005, Marine Corps-Reserve currently has the least positive perceptions among DoD Reserve Components with a below average, moderate score of 49.

The results in this report are a guide for making safety program improvements. The data presented in this report can also be used as a baseline against which to continue measuring future progress. Communicating results of the survey and involving personnel in the decision-making process are fundamental aspects of any successful safety program.

Appendix A – SECDEF Memo – Zero Preventable Accidents



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

MAY 30 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Zero Preventable Accidents

I am committed to reducing preventable accidents as one of the cornerstones of the Department of Defense's Safety Program. Consistent with the President's Safety, Health, and Return-To-Employment (SHARE) initiative, I have set some very specific mishap reduction goals for the Department. We are focused on closely monitoring our most pressing mishap areas: civilian and military injuries, aviation accidents, and the number one non-combat killer of our military, private motor vehicle accidents.

We can no longer tolerate the injuries, costs, and capability losses from preventable accidents. Accidents cost the Department about \$3 billion per year, with indirect costs up to four times that amount. We have made progress in reducing aviation accidents and civilian lost work days, but have much more to do to address military injuries and private motor vehicle fatalities. Our goal is zero preventable accidents, and I remain fully committed to achieving the 75% accident reduction target in 2008.

The current focus of our Safety Council is on increasing the accountability of individuals and leaders, as well as pursuing safety technologies. Accountability and leadership are key to an effective safety program. I urge you to continue to emphasize safety in the workplace and hold leaders accountable for their safety programs. Your efforts will make the Department a safer place to work, and more capable of defending the Nation and her interests. We have no greater responsibility than to take care of those who volunteer to serve.



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Appendix B – Scope and Methodology

Scope. This is part of the biennial report by the DoD Office of Inspector General (DoD OIG) documenting perception survey results. The purpose of this report was to evaluate the Guard/Reserve members' perception of safety, and compare to 2005 survey results. The survey was designed and administered with the support of the National Safety Council (NSC).

Work Performed. The DoD OIG safety evaluation team, in conjunction with the NSC, designed, developed, and analyzed results of the DoD safety perception surveys. The NSC administered the senior leader survey (see report IE 2008-006), and the Defense Manpower Data Center (DMDC) administered the safety perception survey. The safety perception survey process began on 5/24/2007. DMDC mailed notification letters to over 65,292 Guard/Reserve Personnel. The letter explained how and why the survey was being conducted, how information would be used, and why participation was important. Additional reminders were sent to encourage participation. DMDC collected data via the Web between 6/04/2007 and 7/12/2007.

DMDC employed single-stage, non-proportional stratified random sampling procedures, drawing the population of 65,292 individuals from their Guard/Reserve Data File. Respondents were disqualified if they left the Guard/Reserve due to separation, transfer, retirement, termination, death, or promotion within the preceding six months. Completed surveys (50 percent or more items answered) were received from 20,439 eligible respondents. The weighted response rate was 32.8 percent.

The DoD OIG, with assistance from the NSC, analyzed the results and produced charts, tables, and this report. Also, the DoD OIG has provided a series of results briefings to senior leaders within the Office of the Secretary of Defense, Service staff offices, Service Secretariats, Service Safety Centers, and others. These briefings were part of the OIG's constructive engagement process to provide DoD leaders with timely safety information as it was identified.

All survey questions were reviewed by DoD OIG Inspections & Evaluations and vetted through:

- The National Safety Council
- The Defense Manpower Data Center
- The DoD OIG Quality Management Division

This report is intended to provide the Office of the Secretary of Defense a general program analysis. Detailed analysis of Service, Defense Agencies, or other DoD subordinate organization safety programs is beyond the scope and intent of this report.

The OIG evaluation team performed the evaluation in accordance with the *Quality Standards for Inspections*, the President's Council on Integrity and Efficiency, January 2005.

Appendix C – Safety Barometer Survey Form

June 2007 Status of Forces Survey of Reserve Component Members					
SAFETY					
168. How much do you agree or disagree with each of the following statements?					
	<div style="display: flex; justify-content: space-between;"> <div>Strongly disagree</div> <div>Disagree</div> <div>Neither agree nor disagree</div> <div>Agree</div> <div>Strongly agree</div> </div>				
a. It is common for personnel to take part in identifying and eliminating worksite hazards.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
b. There is frequent contact and communication between personnel and leadership.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
c. Safety takes a back seat to performing duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
d. Personnel often get involved in developing or revising safety practices.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
e. My supervisor maintains a high job safety standard.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
f. Detailed inspections of the base and facilities are made at regular, frequent intervals.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
g. Leadership's views on the importance of safety are seldom stressed in personnel communications.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
h. Safety meetings are held less often than they should be.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Good teamwork exists within our unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
j. Leadership shows that it cares about personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
k. I can protect myself and other personnel through my actions while on duty.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
l. My supervisor's behavior often goes against safety procedures.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
m. Designated personnel are well trained in emergency-response related procedures, including evacuation.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
n. Leadership has published a written policy that expresses their attitude about personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
o. Near miss accidents/incidents are thoroughly investigated.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
p. Morale among personnel in my unit is poor.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
q. Leadership does no more than the law requires to keep personnel safe.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
r. I understand the safety regulations relating to my duties.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
s. My supervisor enforces safety procedures.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
t. Standardized precautions are used by personnel who deal with hazardous materials.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
u. Leadership has provided adequate personnel to manage and support its safety program.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
v. Awards and recognition programs used in this unit are not good at promoting safe behavior.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
w. Job performance standards are higher for professional duties than for safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
x. My supervisor understands the safety problems I face.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
y. Personnel follow a regular lockout/tagout procedure.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
z. Safety training is part of every new personnel orientation.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aa. I believe leadership is sincere in its efforts to ensure personnel safety.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
690	DMDC				

June 2007 Status of Forces Survey of Reserve Component Members

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
ab. My supervisor seldom acts on personnel safety suggestions.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ac. Emergency response-related procedures are almost never tested to make sure they are working	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ad. The work of the command safety officer improves safety conditions in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ae. Leadership sets a positive safety example through their words and actions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
af. My supervisor has successfully fit safety into performance of duties	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ag. The system of preventive maintenance for facilities, tools, and machinery operates poorly	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ah. Leadership regularly participates in safety programs and committee activities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ai. The safety officer(s) has/ have high status in this unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aj. Hazards that are not fixed right away by supervisors are often ignored.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ak. Personnel take part when accident or incident investigations occur	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
al. The training provided through my supervisor helps me do my duties safely	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
am. Medical facilities are sufficient for treating the injuries that occur in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
an. It is well known that leadership ignores a person's safety performance when determining promotions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ao. The safety officer is readily available to provide advice and assistance.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ap. The assignment of personnel to my unit is stable	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
aq. Personnel are afraid to report safety problems to their supervisor.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ar. My supervisor always investigates safety incidents	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
as. Ventilation, lighting, noise, and other environmental conditions are kept at good levels	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
at. A lot of personnel don't use the personal protective equipment necessary to do their jobs safely	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
au. The stress of performing my armed service duties is a significant problem for me and other personnel in my unit.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
av. Leadership insists that supervisors think about safety when doing their jobs.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
aw. Leadership annually sets safety goals for which all personnel are held accountable	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ax. Personnel rarely take part in the development of safety requirements for their jobs.....	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

169. Which of the following best describes your work location? *Mark only one answer to best describe your work environment.*

- ☒ Office
- ☒ Shop
- ☒ Maintenance
- ☒ Outdoors/Field
- ☒ Flightline
- ☒ Ship
- ☒ Clinic/Hospital
- ☒ Other

Appendix D – Safety Barometer Question Number Key

In the 2005 SAFETY BAROMETER, DoD substituted 4 standard survey items with customized items. The standard NSCs SAFETY BAROMETER items previously removed were then included in 2007, while no custom items were included. Because of these changes, each statement may not be assigned the same question letter across survey years. In order to compare data across the two survey years and in the future, a standard NSC numbering system will be used in presenting the data. The question number key below provides a crossreference between the NSC numbers used in the Results Report and the question lettering in two SAFETY BAROMETER surveys.

4.7.1 Question Number Key for DoD SAFETY BAROMETER Forms

Category	Statement (short form, as found in Results Report tables and figures)	NSC Question Number	Question Letter on DoD Form	
		Report & Appendices	2005 Survey	2007 Survey
PP	Personnel identifying and eliminating hazards	1	A	A
OC	Frequency of personnel/leadership interactions	2	B	B
SSC	Priority of safety issues relative to performing duties	3	C	C
PP	Personnel being involved in safety practices	4	D	D
SP	Supervisors maintaining a high safety performance standard	5	E	E
SSA	Frequency of detailed and regularly scheduled inspections	6	F	F
LP	Leadership stressing the importance of safety in communications	7	G	G
SSA	Frequency of safety meeting occurrence	8	H	H
OC	Condition of unit teamwork	9	I	I
SSC	Belief that leadership shows it cares about personnel safety	10	J	J
PP	Personnel believing that their actions can protect other personnel	11	K	K
SP	Supervisors behaving in accord with safety procedures	12	L	L
SSA	Presence of personnel well-trained in emergency response	13	M	M
LP	Leadership publishing a policy on the value of personnel safety	14	N	N
SSA	Thoroughness of near miss accident/incident investigation	15	O	O
OC	Condition of personnel morale.	16	n/a	P
SSC	Belief that leadership does more than law requires	17	P	Q
PP	Belief that personnel understand safety regulations	18	Q	R

SP	Supervisors enforcing safe job procedures	19	R	S
PP	Personnel using standardized precautions for hazardous materials	20	S	T
LP	Leadership providing adequate safety staff	21	T	U
SSA	Effectiveness of recognition programs in promoting safe behavior	22	U	V
SSC	Safety standard level relative to standard duty performance level	23	V	W
SP	Supervisors understanding personnel's job safety problems	24	W	X
PP	Personnel following lockout/tagout procedures	25	X	Y
SSA	Presence of safety training in new personnel orientation	26	Y	Z
SSC	Belief that leadership is sincere in safety efforts	27	Z	AA
SP	Supervisors acting on personnel safety suggestions	28	AA	AB
SSA	Occurrence of emergency response procedures testing	29	AB	AC
SSA	Effectiveness of command safety officer in improving safety conditions	30	AC	AD
LP	Leadership setting a positive safety example	31	AD	AE
SP	Supervisors integrating safety into the performance of duties	32	AE	AF
SSA	Quality of preventative maintenance system operation	33	AF	AG
LP	Leadership participating in safety activities on a regular basis	34	AG	AH
SSC	Perception that the safety officer has high status	35	AH	AI
SSC	Belief that hazards not fixed right away will still be addressed	36	AI	AJ
PP	Personnel take part when accident or incident investigations occur	37	AJ	AK
SP	Supervisors providing helpful safety training	38	AK	AL
SSC	Perception that medical facilities are sufficient	39	n/a	AM
LP	Leadership including safety in job promotion reviews	40	AL	AN
SSA	Availability of safety officer to provide assistance	41	AM	AO
OC	Unit personnel assignment stability	42	n/a	AP
SP	Supervisors reducing personnel's fear of reporting safety problems	43	AN	AQ
SP	Supervisors investigating safety incidents	44	AO	AR
SSC	Perception that good environmental conditions are kept	45	AP	AS
PP	Personnel using necessary personal protective equipment	46	AQ	AT

OC	Significance of job stress as a problem for personnel	47	n/a	AU
SSC	Belief that leadership insists supervisors think safety	48	AR	AV
LP	Leadership setting annual safety goals	49	AS	AW
PP	Personnel taking part in the development of safety requirements	50	AT	AX
CUS	Stress level/operations tempo increasing accidents off-duty	n/a	AU	n/a
CUS	Off-duty vehicular accidents due to bad decisions, not safety training	n/a	AV	n/a
CUS	DoD's responsibility concerning off-duty safety	n/a	AW	n/a
CUS	Supervisor concern for personnel safety off-duty	n/a	AX	n/a

Categories: LP=Leadership Participation, SP=Supervisor Participation, PP=Personnel Participation, SSA=Safety Support Activities, SSC=Safety Support Climate, OC=Organizational Climate, CUS=Customized Items.

n/a: Does not apply.

Appendix E – NSC Methods and Data Analysis

The NSC Safety Barometer elicits personnel opinions about a broad spectrum of items or elements that contribute to successful safety management. These elements include executive leadership, supervisory and personnel participation, safety support procedures, processes, the safety climate, and the overall organizational climate.

SAFETY BAROMETER Background

The content of the Safety Barometer survey form (Appendix C) itself was distilled from a variety of sources, such as the compilation of importance ratings of safety program practices by top safety professionals, review of research comparing safety program items of organizations with high versus low injury rates, analysis of the best National Safety Council member safety programs, and examination of numerous safety program survey and audit questionnaires. The usefulness of the format was verified through testing with more than 100 establishments throughout the United States.

Results Interpretation

The Safety Barometer results in this part reflect the views of Department of Defense active duty personnel. The results represent the perceptual context within which the safety program and those who manage it are viewed by its personnel. Accordingly, where the Safety Barometer indicates problems, we suggest that each problem be verified, its nature defined, and the management system inadequacies that produce each problem be located and eliminated.

Administration Process

Active duty personnel participated in the Safety Barometer survey in spring 2007. The Safety Barometer was administered as part of a periodic on-line survey conducted by DoD's Defense Manpower Data Center. Data collected through this process were forwarded to the National Safety Council for initial analysis.

Safety Barometer Content

The Safety Barometer survey asked respondents to indicate their level of agreement with statements regarding a variety of safety and job-related topics. These statements described activities or conditions related to the operation of DoD's safety program. The majority of statements presented either a positive or negative description, as follows:

- ◆ **Positive:** Describes a condition, attitude or practice that can be considered conducive to safety
- ◆ **Negative:** Describes a condition, attitude or practice that can be considered detrimental to safety

Respondent agreement with a positive statement or disagreement with a negative statement has a positive safety implication for the DoD program. Disagreement with a positive statement or agreement with a negative description has a negative implication.

In the table below, Safety Barometer statements that address related program items are grouped

into six standard program categories (see Appendix D for cross-reference of numbering schemes). Together, they present a comprehensive overview of the DoD's safety program.

SAFETY BAROMETER

Statement Groupings by Program Category

Program Category	Survey Statements: NSC Number (DoD 2007 Letter)
Leadership Participation	7(G), 14(N), 21(U), 31(AE), 34(AH), 40(AN), 49(AW)
Supervisor Participation	5(E), 12(L), 19(S), 24(X), 28(AB), 32(AF), 38(AL), 43(AQ), 44(AR)
Personnel Participation	1(A), 4(D), 11(K), 18(R), 20(T), 25(Y), 37(AK), 46(AT), 50(AX)
Safety Support Activities	6(F), 8(H), 13(M), 15(O), 22(V), 26(Z), 29(AC), 30(AD), 33(AG), 41(AO)
Safety Support Climate	3(C), 10(J), 17(Q), 23(W), 27(AA), 35(AI), 36(AJ), 39(AM), 45(AS), 48(AV)
Organizational Climate	2(B), 9(I), 16(P), 42(AP), 47(AU)

The first three categories focus on the specific activities of the main personnel groups that must function effectively if programs are to be successful:

- ◆ **Leadership Participation** items describe ways in which top and middle leadership demonstrates their leadership and commitment to safety in the form of words, actions, organization, and control.
- ◆ **Supervisory Participation** items consider six primary roles through which supervisors communicate their personal support for safety: leader, manager, controller, trainer, organizational representative, and advocate for personnel.
- ◆ **Personnel Participation** items specify selected actions and reactions that are critical to making a safety program work. Emphasis is given to personal responsibility and compliance.

The fourth category concerns activities frequently found in successful programs:

- ◆ **Safety Support Activities** items probe the presence or quality of various safety program practices. These focus on communications, training, inspection, maintenance, and emergency response.

The remaining two categories consider personnel perceptions of the organizational climate and

values that govern leadership's mode of operation:

- ◆ **Safety Support Climate** items ask personnel for general beliefs and impressions about leadership's commitment and underlying philosophy with regard to safety.
- ◆ **Organizational Climate** items probe general conditions that affect the ultimate success of the safety program. These include such factors as teamwork and communication.

National Safety Council Database

The DoD-Active Duty Safety Barometer survey results were compared with those of respondents within the National Safety Council (NSC) Database. The NSC database used for this analysis has been compiled from over 230 establishments that have completed the Safety Barometer. NSC database comparisons enable an organization to evaluate its personnel assessments in relation to those of other Safety Barometer users. The NSC database does not represent a random sample of organizations nor does it reflect only the top performers in safety. Even so, Safety Barometer results from organizations with a similar need and/or desire to involve personnel directly in the examination of their safety programs offer an external gauge against which to judge DoD's perceived performance.

Data Analyses

Responses to the active duty survey items with positive descriptions were scored as follows:

- +2 = Strongly Agree
- +1 = Agree
- 0 = No Opinion
- 1 = Disagree
- 2 = Strongly Disagree

Responses to statements with negative descriptions were scored oppositely.

- ◆ An **average response score** was produced for each statement by computing the average score for all respondents in the group.
- ◆ Each **program category average response score** was computed by averaging the average response scores for the statements which comprise each of the six standard and one Customized program categories as shown in the previous table.

Average response and program category average response scores were compared with scores from the NSC database. Comparative percentile scores for each Safety Barometer statement were computed by calculating the percentage of establishments in the NSC database with lower average response scores. Percentiles range from 0 to 100, with 100 representing the highest score in the database and 0 representing the lowest.

Appendix F – Response Distributions by Grade

Q1 Personnel identify hazards by XCPAY2 Recode 5 level paygrade

	Count Col Pct						Row Total
		E1-E4	E5-E9	W1-W5	01-03	04-06	
		1	2	3	4	5	
Q1							
Strongly agree	1	108756 39.2	123006 37.6	2872 34.1	12341 32.8	18887 34.1	265862 37.7
Agree	2	107305 38.7	147083 45.0	3885 46.1	18256 48.5	27626 49.8	304155 43.1
No opinion	3	50701 18.3	45638 14.0	1102 13.1	5852 15.5	6948 12.5	110241 15.6
Disagree	4	8985 3.2	9373 2.9	492 5.8	1086 2.9	1708 3.1	21645 3.1
Strongly disagree	5	1642 .6	1851 .6	71 .8	132 .4	268 .5	3964 .6
Column Total		277390 39.3	326951 46.3	8422 1.2	37666 5.3	55438 7.9	705867 100.0

Number of Missing Observations: 61663

Q2 Frequent contact between personnel and 1 by XCPAY2 Recode 5 level paygrade

	Count Col Pct						Row Total
		E1-E4	E5-E9	W1-W5	01-03	04-06	
		1	2	3	4	5	
Q2							
Strongly agree	1	77349 28.0	78013 24.0	1834 21.8	9056 24.1	15479 27.9	181731 25.8
Agree	2	109855 39.7	152965 47.0	4561 54.2	20499 54.5	30099 54.3	317978 45.2
No opinion	3	54086 19.5	57882 17.8	1149 13.7	5579 14.8	6601 11.9	125297 17.8
Disagree	4	26734 9.7	28325 8.7	666 7.9	2155 5.7	2780 5.0	60660 8.6
Strongly disagree	5	8700 3.1	8301 2.6	199 2.4	322 .9	473 .9	17995 2.6
Column Total		276724 39.3	325486 46.3	8408 1.2	37611 5.3	55433 7.9	703661 100.0

Number of Missing Observations: 63869

Q3 Safety takes a back seat to production by XCPAY2 Recode 5 level paygrade

	Count Col Pct						Row Total
		E1-E4	E5-E9	W1-W5	01-03	04-06	
		1	2	3	4	5	
Q3							
Strongly agree	1	19686 7.1	14131 4.4	208 2.5	1058 2.8	1038 1.9	36120 5.2
Agree	2	31828 11.5	31052 9.6	870 10.4	3159 8.4	3281 5.9	70191 10.0
No opinion	3	69891 25.4	65954 20.3	1554 18.6	6796 18.1	8106 14.6	152301 21.7
Disagree	4	97821 35.5	135297 41.7	3644 43.7	18208 48.6	27665 50.0	282634 40.3
	5	56370 20.3	77890 23.9	2068 25.1	8263 22.5	15248 26.4	159839 22.8

Strongly disagree	20.5	24.0	24.8	22.0	27.6	22.8
Column Total	275596 39.3	324324 46.3	8345 1.2	37484 5.3	55337 7.9	701085 100.0

Number of Missing Observations: 66445

Q4 Personnel revise safety & health practice by XCPAY2 Recode 5 level paygrade

	Count Col Pct						Row Total
		E1-E4	E5-E9	W1-W5	01-03	04-06	
		1	2	3	4	5	
Q4							
Strongly agree	1	45431 16.7	40477 12.5	933 11.4	4384 11.8	6678 12.2	97904 14.1
Agree	2	90066 33.2	134246 41.6	3410 41.5	15661 42.2	26121 47.8	269504 38.8
No opinion	3	102194 37.7	105197 32.6	2532 30.8	12328 33.2	16957 31.0	239209 34.5
Disagree	4	25560 9.4	34684 10.7	1197 14.6	4121 11.1	4405 8.1	69966 10.1
Strongly disagree	5	8016 3.0	8143 2.5	137 1.7	641 1.7	489 .9	17426 2.5
Column Total		271267 39.1	322747 46.5	8209 1.2	37136 5.4	54650 7.9	694009 100.0

Number of Missing Observations: 73521

Q5 Supervisor maintain high safety standard by XCPAY2 Recode 5 level paygrade

	Count Col Pct						Row Total
		E1-E4	E5-E9	W1-W5	01-03	04-06	
		1	2	3	4	5	
Q5							
Strongly agree	1	74721 27.2	73678 22.7	1925 23.1	8437 22.4	15464 28.0	174226 24.9
Agree	2	116847 42.5	153664 47.4	3884 46.6	19268 51.2	27063 49.0	320726 45.8
No opinion	3	66878 24.3	78853 24.3	2054 24.6	8485 22.6	10957 19.9	167227 23.9
Disagree	4	11258 4.1	11855 3.7	434 5.2	904 2.4	1193 2.2	25643 3.7
Strongly disagree	5	5492 2.0	6454 2.0	46 .6	520 1.4	510 .9	13022 1.9
Column Total		275195 39.3	324504 46.3	8343 1.2	37614 5.4	55188 7.9	700844 100.0

Number of Missing Observations: 66686

Q6 Inspections made at regular intervals by XCPAY2 Recode 5 level paygrade

	Count Col Pct						Row Total
		E1-E4	E5-E9	W1-W5	01-03	04-06	
		1	2	3	4	5	
Q6							
Strongly agree	1	45813 16.7	45692 14.1	1190 14.3	4923 13.1	8514 15.4	106132 15.2

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

Agree	2	86073	121613	3289	14152	22725	247852
		31.4	37.5	39.5	37.6	41.2	35.4
No opinion	3	116001	119474	3009	14500	19669	272652
		42.3	36.9	36.2	38.6	35.7	39.0
Disagree	4	20845	27550	612	3197	3596	55800
		7.6	8.5	7.4	8.5	6.5	8.0
Strongly disagree	5	5676	9816	218	824	613	17147
		2.1	3.0	2.6	2.2	1.1	2.5
Column Total		274408	324144	8318	37597	55116	699583
		39.2	46.3	1.2	5.4	7.9	100.0

Number of Missing Observations: 67947

-

Q7 Leadership safety views seldom communicate by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
Q7			1	2	3	4	5		
	Strongly agree	1	29570	21563	488	1948	2358	55928	
			10.8	6.6	5.8	5.2	4.3	8.0	
	Agree	2	50401	55272	1299	5057	7210	119239	
			18.4	17.0	15.6	13.4	13.1	17.1	
	No opinion	3	88786	82815	1880	7074	10163	190718	
			32.4	25.5	22.5	18.8	18.4	27.3	
	Disagree	4	74995	118260	3295	16681	23282	236514	
			27.4	36.5	39.4	44.3	42.2	33.8	
	Strongly disagree	5	29909	46358	1393	6864	12130	96654	
		10.9	14.3	16.7	18.2	22.0	13.8		
Column Total			273661	324268	8355	37625	55144	699053	
			39.1	46.4	1.2	5.4	7.9	100.0	

Number of Missing Observations: 68477

-

Q8 Safety meetings held less often than necessary by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
Q8			1	2	3	4	5		
	Strongly agree	1	19298	18861	456	1441	1476	41532	
			7.1	5.8	5.5	3.8	2.7	6.0	
	Agree	2	46405	70768	1668	7329	8371	134541	
			17.1	21.9	19.9	19.6	15.2	19.3	
	No opinion	3	114895	120579	3026	16221	21839	276560	
			42.5	37.2	36.2	43.3	39.6	39.8	
	Disagree	4	74729	92015	2516	10126	18607	197992	
			27.6	28.4	30.1	27.0	33.7	28.5	
	Strongly disagree	5	15286	21534	695	2335	4882	44731	
		5.6	6.7	8.3	6.2	8.8	6.4		
Column Total		270612	323758	8360	37452	55175	695357		
		38.9	46.6	1.2	5.4	7.9	100.0		

Number of Missing Observations: 72173

-

Q9 Good teamwork exists within unit by XCPAY2 Recode 5 level paygrade

		Count		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
		Col	Pct						

		1	2	3	4	5	Total	
Q9								
	Strongly agree	1	70599	67410	1499	8361	13548	161416
			26.2	20.9	18.1	22.3	24.7	23.3
	Agree	2	115523	162688	4627	21468	32075	336381
			42.8	50.5	56.0	57.3	58.5	48.6
	No opinion	3	59219	58819	1525	5065	6688	131316
			21.9	18.3	18.5	13.5	12.2	19.0
	Disagree	4	17199	22879	459	1920	1911	44368
			6.4	7.1	5.6	5.1	3.5	6.4
	Strongly disagree	5	7398	10063	157	623	625	18866
		2.7	3.1	1.9	1.7	1.1	2.7	
Column Total		269937	321860	8266	37438	54847	692347	
		39.0	46.5	1.2	5.4	7.9	100.0	

Number of Missing Observations: 75183

-

Q10 Leadership shows that it cares about safety by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
				1	2	3	4	5	
Q10									
	1	71436	69359	1845	8781	15739	167160		
	Strongly agree	26.5	21.5	22.1	23.5	28.8	24.2		
	2	116371	159380	4429	21230	29527	330936		
	Agree	43.2	49.5	53.1	56.8	54.0	47.8		
	3	63550	68288	1590	6037	7733	147197		
	No opinion	23.6	21.2	19.0	16.2	14.1	21.3		
4	11338	16843	372	838	1217	30608			
Disagree	4.2	5.2	4.5	2.2	2.2	4.4			
5	6954	8131	112	472	507	16177			
Strongly disagree	2.6	2.5	1.3	1.3	.9	2.3			
Column Total		269649	322001	8347	37358	54723	692078		
		39.0	46.5	1.2	5.4	7.9	100.0		

Number of Missing Observations: 75452

-

Q11 My actions can protect other personnel by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
Q11			1	2	3	4	5		
	Strongly agree	1	92734 34.3	109222 33.8	2656 31.9	11919 31.9	19102 34.6	235634 33.9	
	Agree	2	125518 46.4	176007 54.4	4851 58.3	21497 57.5	31145 56.5	359018 51.7	
	No opinion	3	47486 17.6	33980 10.5	667 8.0	3538 9.5	4406 8.0	90077 13.0	
	Disagree	4	2396 .9	2913 .9	124 1.5	300 .8	358 .6	6091 .9	
	Strongly disagree	5	2244 .8	1160 .4	28 .3	130 .3	149 .3	3711 .5	
		Column Total	270378 38.9	323283 46.5	8325 1.2	37384 5.4	55160 7.9	694530 100.0	

Number of Missing Observations: 73000

-

Q12 My supervisors behavior is unsafe by XCPAY2 Recode 5 level paygrade

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q12							
Strongly agree	1	12535 4.6	8521 2.6	126 1.5	645 1.7	626 1.1	22453 3.2
Agree	2	19761 7.3	19785 6.1	499 6.0	1858 5.0	1746 3.2	43650 6.3
No opinion	3	68955 25.6	72460 22.4	1672 20.0	5561 14.9	7423 13.5	156071 22.5
Disagree	4	108414 40.2	141816 43.8	3813 45.6	17894 47.8	23918 43.4	295856 42.6
Strongly disagree	5	60016 22.3	80890 25.0	2251 26.9	11454 30.6	21407 38.8	176018 25.4
Column Total		269681 38.9	323473 46.6	8360 1.2	37412 5.4	55121 7.9	694047 100.0

Number of Missing Observations: 73483

Q13 Des. personnel trained in emergency prac by XCPAY2 Recode 5
level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q13							
Strongly agree	1	48881 18.1	44900 13.9	1086 13.1	5136 13.7	8222 14.9	108225 15.6
Agree	2	96175 35.7	132239 41.1	3179 38.3	14851 39.7	25984 47.2	272427 39.4
No opinion	3	99261 36.8	109411 34.0	3039 36.6	13662 36.5	16826 30.5	242198 35.0
Disagree	4	19101 7.1	27281 8.5	841 10.1	3247 8.7	3636 6.6	54107 7.8
Strongly disagree	5	6104 2.3	8091 2.5	164 2.0	523 1.4	433 .8	15315 2.2
Column Total		269521 38.9	321923 46.5	8308 1.2	37420 5.4	55100 8.0	692273 100.0

Number of Missing Observations: 75257

Q14 Leadership published a written safety po by XCPAY2 Recode 5
level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q14							
Strongly agree	1	44814 16.9	50131 15.6	1713 20.9	6343 17.1	12535 22.9	115536 16.8
Agree	2	81761 30.7	138023 43.1	4343 52.9	16484 44.4	25263 46.1	265874 38.7
No opinion	3	113122 42.5	101648 31.7	1534 18.7	11059 29.8	13176 24.0	240541 35.0
Disagree	4	18570 7.0	22563 7.0	501 6.1	2773 7.5	3091 5.6	47498 6.9
Strongly disagree	5	7674 2.9	8101 2.5	119 1.4	496 1.3	735 1.3	17125 2.5
Column Total		265941 38.7	320466 46.7	8210 1.2	37157 5.4	54801 8.0	686574 100.0

Number of Missing Observations: 80956

Q15 Near miss accidents are investigated by XCPAY2 Recode 5 level
paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q15							
Strongly agree	1	39180 14.6	40417 12.6	1069 13.0	4844 13.2	8800 16.0	94310 13.7
Agree	2	74597 27.8	119397 37.3	3320 40.4	14139 38.5	22492 41.0	233945 34.0
No opinion	3	130729 48.8	128387 40.1	2805 34.1	14974 40.8	20235 36.9	297131 43.2
Disagree	4	17757 6.6	27015 8.4	809 9.8	2314 6.3	2828 5.2	50722 7.4
Strongly disagree	5	5843 2.2	5291 1.7	221 2.7	423 1.2	539 1.0	12318 1.8
Column Total		268106 38.9	320506 46.6	8225 1.2	36694 5.3	54894 8.0	688425 100.0

Number of Missing Observations: 79105

Q16 Personnel morale is poor by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q16							
Strongly agree	1	27358 10.3	25646 8.1	399 4.9	1640 4.5	2030 3.7	57072 8.4
Agree	2	39615 14.9	54482 17.2	1079 13.2	4547 12.4	5108 9.4	104831 15.3
No opinion	3	79988 30.0	88394 27.8	2015 24.6	7760 21.1	9201 17.0	187358 27.4
Disagree	4	84325 31.6	113270 35.7	3689 45.0	17281 47.0	25530 47.0	244095 35.7
Strongly disagree	5	35205 13.2	35750 11.3	1019 12.4	5564 15.1	12407 22.9	89944 13.2
Column Total		266492 39.0	317542 46.5	8201 1.2	36792 5.4	54275 7.9	683300 100.0

Number of Missing Observations: 84230

Q17 Leadership does only what the law requir by XCPAY2 Recode 5
level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q17							
Strongly agree	1	16458 6.1	13842 4.3	421 5.1	904 2.5	1987 3.6	33612 4.9
Agree	2	39150 14.6	51114 16.0	1480 18.0	4694 12.9	6184 11.4	102622 14.9
No opinion	3	106725 39.8	115510 36.2	2180 26.6	11631 31.8	14174 26.0	250220 36.5
Disagree	4	81399 30.4	109121 34.2	3000 36.5	14710 40.3	22224 40.8	230454 33.6
Strongly disagree	5	24325 9.1	29595 9.3	1129 13.8	4589 12.6	9901 18.2	69538 10.1

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Guard & Reserve Safety Perception Survey Results 2007*

Column	268057	319182	8209	36528	54471	686447
Total	39.0	46.5	1.2	5.3	7.9	100.0
Number of Missing Observations: 81083						
-						

Q18 Understand safety & health regulations by XCPAY2 Recode 5 level
paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q18							
Strongly agree	1	68425 25.5	77989 24.3	1979 24.1	7366 20.0	14822 27.1	170581 24.8
Agree	2	126212 47.1	189630 59.1	4955 60.2	23428 63.6	31974 58.5	376199 54.7
No opinion	3	64540 24.1	47218 14.7	1128 13.7	5239 14.2	7048 12.9	125173 18.2
Disagree	4	5436 2.0	4802 1.5	126 1.5	710 1.9	635 1.2	11709 1.7
Strongly disagree	5	3213 1.2	1112 .3	41 .5	85 .2	194 .4	4645 .7
Column Total		267825 38.9	320751 46.6	8228 1.2	36828 5.4	54673 7.9	688306 100.0
Number of Missing Observations: 79224							
-							

Q19 Supervisors enforce safe job procedures by XCPAY2 Recode 5 level
paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q19							
Strongly agree	1	58951 21.9	65922 20.6	1633 19.9	7144 19.4	14077 25.7	147726 21.4
Agree	2	125787 46.8	166243 51.9	4349 53.0	21335 58.0	30187 55.1	347901 50.5
No opinion	3	74048 27.6	76257 23.8	1852 22.6	7350 20.0	9471 17.3	168979 24.5
Disagree	4	7575 2.8	8994 2.8	305 3.7	811 2.2	655 1.2	18340 2.7
Strongly disagree	5	2336 .9	2980 .9	74 .9	174 .5	403 .7	5966 .9
Column Total		268697 39.0	320397 46.5	8212 1.2	36814 5.3	54792 8.0	688913 100.0
Number of Missing Observations: 78617							
-							

Q20 Precautions used for hazardous mat. by XCPAY2 Recode 5 level
paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q20							
Strongly agree	1	63064 23.5	64234 20.1	1480 18.0	7430 20.2	12314 22.5	148522 21.6
Agree	2	105415 39.3	155595 48.6	4013 48.9	17992 48.8	26735 48.9	309750 45.0
No opinion	3	93074 34.7	91393 28.6	2471 30.1	10728 29.1	15007 27.4	212673 30.9
	4	4325	6410	141	528	538	11943

Disagree		1.6	2.0	1.7	1.4	1.0	1.7
Strongly disagree	5	2041 .8	2273 .7	106 1.3	153 .4	132 .2	4706 .7
Column Total		267920 39.0	319904 46.5	8212 1.2	36832 5.4	54726 8.0	687593 100.0

Number of Missing Observations: 79937

Q21 Adequate personnel to manage safety prog by XCPAY2 Recode 5
level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q21							
Strongly agree	1	48650 18.3	50780 15.9	1112 13.5	5954 16.2	10631 19.5	117126 17.1
Agree	2	97376 36.5	140873 44.2	3840 46.8	17726 48.1	27403 50.3	287218 41.9
No opinion	3	105000 39.4	103216 32.4	2439 29.7	10947 29.7	13894 25.5	235496 34.4
Disagree	4	11789 4.4	18766 5.9	572 7.0	1769 4.8	2052 3.8	34949 5.1
Strongly disagree	5	3706 1.4	5297 1.7	249 3.0	438 1.2	536 1.0	10226 1.5
Column Total		266521 38.9	318932 46.6	8211 1.2	36834 5.4	54517 8.0	685015 100.0

Number of Missing Observations: 82515

Q22 Award program does not promote safety by XCPAY2 Recode 5 level
paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q22							
Strongly agree	1	20181 7.6	18607 5.8	448 5.4	1100 3.0	1480 2.7	41815 6.1
Agree	2	41511 15.6	56827 17.8	1520 18.4	5614 15.2	7542 13.8	113014 16.5
No opinion	3	136892 51.3	149187 46.7	3749 45.4	17170 46.6	24153 44.2	331151 48.3
Disagree	4	54635 20.5	76036 23.8	2047 24.8	10375 28.2	17132 31.4	160225 23.4
Strongly disagree	5	13434 5.0	18733 5.9	497 6.0	2558 6.9	4322 7.9	39543 5.8
Column Total		266652 38.9	319390 46.6	8261 1.2	36817 5.4	54629 8.0	685748 100.0

Number of Missing Observations: 81782

Q23 Performance standards higher than safety by XCPAY2 Recode 5
level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q23							
Strongly agree	1	16722 6.3	14664 4.6	330 4.0	1156 3.1	1458 2.7	34330 5.0
Agree	2	47373 17.7	58048 18.2	1449 17.6	6668 18.1	9047 16.6	122584 17.9

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Guard & Reserve Safety Perception Survey Results 2007*

No opinion	3	144842	153784	3965	17796	24366	344753
		54.3	48.2	48.0	48.2	44.6	50.3
Disagree	4	47489	76243	2124	9345	16206	151407
		17.8	23.9	25.7	25.3	29.7	22.1
Strongly disagree	5	10524	16262	387	1943	3498	32614
		3.9	5.1	4.7	5.3	6.4	4.8
Column Total		266950	319001	8255	36908	54575	685688
		38.9	46.5	1.2	5.4	8.0	100.0

Number of Missing Observations: 81842

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Q24 Super. understand job safety problems by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
									Total
Q24			1	2	3	4	5		
	Strongly agree	1	42379	46347	1295	4927	8422	103369	
			15.9	14.5	15.8	13.4	15.4	15.1	
	Agree	2	111867	155738	4106	18159	28687	318557	
			42.0	48.8	50.1	49.2	52.5	46.5	
	No opinion	3	101717	103199	2454	12970	16136	236477	
			38.2	32.3	29.9	35.2	29.5	34.5	
	Disagree	4	7263	10545	267	528	1109	19713	
			2.7	3.3	3.3	1.4	2.0	2.9	
	Strongly disagree	5	3375	3473	77	296	309	7531	
		1.3	1.1	.9	.8	.6	1.1		
		Column	266601	319303	8200	36880	54663	685647	
		Total	38.9	46.6	1.2	5.4	8.0	100.0	

Number of Missing Observations: 81883

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Q25 Personnel follow lock./tagout procedures by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
				1	2	3	4	5	Total
Q25	Strongly agree	1	29795	33518	698	2792	5026	71831	
			11.2	10.6	8.5	7.6	9.3	10.5	
	Agree	2	66429	90374	2384	8753	14466	182407	
			25.0	28.5	28.9	23.9	26.7	26.7	
	No opinion	3	154948	168503	4294	22740	32153	382639	
			58.4	53.0	52.0	62.2	59.3	56.1	
	Disagree	4	9191	18932	667	1590	2003	32383	
			3.5	6.0	8.1	4.3	3.7	4.7	
	Strongly disagree	5	5022	6327	210	694	560	12813	
			1.9	2.0	2.5	1.9	1.0	1.9	
Column Total			265386	317654	8254	36570	54208	682071	
			38.9	46.6	1.2	5.4	7.9	100.0	

Number of Missing Observations: 85459

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Q26 Safety training is part of orientation by XCPAY2 Recode 5 level paygrade

Q26	Count Col Pct						Row Total
		E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	
		1	2	3	4	5	

Strongly agree	1	47844	51655	1078	4281	8682	113539
		18.0	16.3	13.2	11.7	16.0	16.6
Agree	2	85463	126430	3294	13949	23399	252535
		32.2	39.9	40.4	38.1	43.1	37.0
No opinion	3	105691	104684	2654	14397	17713	245138
		39.8	33.0	32.5	39.3	32.7	35.9
Disagree	4	19372	27412	952	3374	4040	55150
		7.3	8.6	11.7	9.2	7.4	8.1
Strongly disagree	5	7361	6989	184	645	409	15588
		2.8	2.2	2.3	1.8	.8	2.3
Column Total		265730	317170	8163	36644	54243	681951
		39.0	46.5	1.2	5.4	8.0	100.0

Number of Missing Observations: 85579

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Q27 Leadership is sincere about personnel sa by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
									Total
Q27			1	2	3	4	5		
Strongly agree	1	58372	61759	1663	7563	14732	144089		
		22.0	19.4	20.3	20.6	27.1	21.1		
Agree	2	107212	156820	4020	20257	28782	317091		
		40.3	49.3	49.0	55.1	52.9	46.4		
No opinion	3	85640	83236	2033	7857	9596	188361		
		32.2	26.2	24.8	21.4	17.6	27.6		
Disagree	4	10370	11769	371	905	991	24406		
		3.9	3.7	4.5	2.5	1.8	3.6		
Strongly disagree	5	4288	4472	112	205	312	9390		
		1.6	1.4	1.4	.6	.6	1.4		
Column Total		265881	318056	8199	36787	54414	683337		
		38.9	46.5	1.2	5.4	8.0	100.0		

Number of Missing Observations: 84193

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Q28 Supervisors seldom act on worker sugg. by XCPAY2 Recode 5 level paygrade

		Count							
		Col	Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row
									Total
Q28			1	2	3	4	5		
	Strongly agree	1	14909	8776	197	550	815	25247	
			5.7	2.8	2.4	1.5	1.5	3.7	
	Agree	2	25187	24329	629	2588	2296	55029	
			9.6	7.7	7.7	7.1	4.2	8.1	
	No opinion	3	124284	122415	2926	13303	17724	280653	
			47.4	38.8	35.6	36.3	32.6	41.4	
	Disagree	4	71662	122485	3315	15144	22636	235242	
			27.4	38.8	40.4	41.3	41.6	34.7	
	Strongly disagree	5	25939	37811	1149	5110	10943	80951	
		9.9	12.0	14.0	13.9	20.1	12.0		
		Column	261981	315817	8214	36695	54414	677122	
		Total	38.7	46.6	1.2	5.4	8.0	100.0	

Number of Missing Observations: 90408

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Q29 Emergency procedures rarely tested by XCPAY2 Recode 5 level paygrade

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

		Count						
		Col	Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
				1	2	3	4	5
								Row
								Total
Q29	Strongly agree	1	17235	12858	359	940	1045	32437
			6.5	4.1	4.4	2.6	1.9	4.8
	Agree	2	37450	50212	1456	5434	5490	100042
			14.2	15.9	17.7	14.9	10.1	14.8
	No opinion	3	133804	130376	3147	15054	18657	301038
			50.7	41.3	38.3	41.3	34.3	44.4
	Disagree	4	59373	97176	2804	11970	22429	193752
			22.5	30.8	34.1	32.9	41.3	28.6
	Strongly disagree	5	15855	24696	459	3036	6705	50751
			6.0	7.8	5.6	8.3	12.3	7.5
	Column Total		263717	315318	8226	36434	54324	678020
			38.9	46.5	1.2	5.4	8.0	100.0

Number of Missing Observations: 89510

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Q30 Safety officer improves safety by XCPAY2 Recode 5 level paygrade

		Count						
		Col	Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
				1	2	3	4	5
								Row
								Total
Q30	Strongly agree	1	31070	29361	976	3422	6600	71430
			11.8	9.3	11.9	9.4	12.2	10.5
	Agree	2	79190	112930	3309	13579	23305	232312
			30.0	35.8	40.4	37.4	43.1	34.3
	No opinion	3	138082	150440	3361	17261	21688	330832
			52.4	47.6	41.0	47.5	40.1	48.8
	Disagree	4	11555	18612	474	1715	2102	34458
			4.4	5.9	5.8	4.7	3.9	5.1
	Strongly disagree	5	3683	4418	69	353	436	8960
			1.4	1.4	.8	1.0	.8	1.3
	Column Total		263579	315761	8189	36330	54132	677992
			38.9	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 89538

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Q31 Leadership sets fine safety example by XCPAY2 Recode 5 level paygrade

		Count						
		Col	Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
				1	2	3	4	5
								Row
								Total
Q31	Strongly agree	1	44339	41477	1239	4888	10399	102342
			16.8	13.2	15.2	13.4	19.2	15.1
	Agree	2	98402	147689	3987	19361	30115	299553
			37.4	46.8	48.8	53.3	55.5	44.2
	No opinion	3	103463	104364	2443	10823	11786	232879
			39.3	33.1	29.9	29.8	21.7	34.4
	Disagree	4	12432	16161	391	905	1479	31368
			4.7	5.1	4.8	2.5	2.7	4.6
	Strongly disagree	5	4609	5549	104	380	481	11123
			1.8	1.8	1.3	1.0	.9	1.6
	Column Total		263244	315240	8163	36358	54260	677265
			38.9	46.5	1.2	5.4	8.0	100.0

Number of Missing Observations: 90265

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Q32 Supervisors fits safety into performance by XCPAY2 Recode 5 level paygrade

		Count						
		Col	Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
				1	2	3	4	5
								Row
								Total
Q32	Strongly agree	1	45029	41901	1246	4757	9278	102210
			17.2	13.3	15.2	13.1	17.2	15.1
	Agree	2	98415	146058	3749	17593	27422	293238
			37.5	46.3	45.9	48.5	50.8	43.4
	No opinion	3	106085	110674	2832	12392	15319	247302
			40.5	35.1	34.7	34.2	28.4	36.6
	Disagree	4	9184	12900	275	1244	1542	25143
			3.5	4.1	3.4	3.4	2.9	3.7
	Strongly disagree	5	3465	3604	69	262	430	7831
			1.3	1.1	.8	.7	.8	1.2
	Column Total		262178	315138	8172	36248	53989	675725
			38.8	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 91805

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Q33 Preventive maintenance operates poorly by XCPAY2 Recode 5 level paygrade

		Count						
		Col	Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
				1	2	3	4	5
								Row
								Total
Q33	Strongly agree	1	12156	12628	261	843	863	26751
			4.6	4.0	3.2	2.3	1.6	4.0
	Agree	2	33360	39242	1086	4195	4911	82794
			12.7	12.5	13.3	11.6	9.1	12.3
	No opinion	3	123585	129662	3123	15521	21052	292943
			47.1	41.2	38.2	42.9	38.9	43.4
	Disagree	4	72130	104397	2836	12572	20456	212391
			27.5	33.2	34.7	34.7	37.8	31.4
	Strongly disagree	5	21341	28582	864	3066	6776	60629
			8.1	9.1	10.6	8.5	12.5	9.0
	Column Total		262572	314512	8170	36197	54058	675509
			38.9	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 92021

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Q34 Leadership participates in safety activity by XCPAY2 Recode 5 level paygrade

		Count						
		Col	Pct	E1-E4	E5-E9	W1-W5	01-03	04-06
				1	2	3	4	5
								Row
								Total
Q34	Strongly agree	1	32229	31951	1004	3482	8166	76832
			12.3	10.2	12.4	9.6	15.1	11.4
	Agree	2	69590	110334	3355	14214	24332	221824
			26.6	35.1	41.4	39.3	45.0	32.9
	No opinion	3	140273	141903	2976	16191	18719	320062
			53.7	45.2	36.7	44.7	34.6	47.5
	Disagree	4	14854	23692	629	1728	2367	43271
			5.7	7.5	7.8	4.8	4.4	6.4
	Strongly disagree	5	4309	6396	146	590	489	11930
			1.6	2.0	1.8	1.6	.9	1.8
	Column Total		261255	314276	8110	36205	54073	673919
			38.8	46.6	1.2	5.4	8.0	100.0

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Guard & Reserve Safety Perception Survey Results 2007*

Number of Missing Observations: 93611

Q35 Safety officer has high status by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q35							
Strongly agree	1	28767 11.1	30530 9.7	1089 13.5	2923 8.0	6081 11.3	69390 10.3
Agree	2	61214 23.5	90533 28.9	2733 33.8	9887 27.2	17974 33.4	182342 27.1
No opinion	3	145926 56.1	157939 50.4	3462 42.8	19336 53.1	24610 45.7	351274 52.3
Disagree	4	17552 6.7	24947 8.0	545 6.7	3450 9.5	4446 8.3	50940 7.6
Strongly disagree	5	6660 2.6	9352 3.0	260 3.2	803 2.2	765 1.4	17841 2.7
	Column Total	260120 38.7	313301 46.6	8091 1.2	36399 5.4	53876 8.0	671786 100.0

Number of Missing Observations: 95744

Q36 Hazards not fixed quickly are ignored by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q36							
Strongly agree	1	12676 4.8	7432 2.4	237 2.9	469 1.3	454 .8	21267 3.1
Agree	2	28549 10.9	33516 10.6	1092 13.3	3082 8.5	4770 8.9	71009 10.5
No opinion	3	121027 46.3	126122 39.9	2917 35.5	13471 37.0	18541 34.4	282077 41.7
Disagree	4	75659 28.9	120320 38.1	3181 38.7	15743 43.2	23357 43.3	238259 35.2
Strongly disagree	5	23705 9.1	28706 9.1	785 9.6	3652 10.0	6775 12.6	63623 9.4
	Column Total	261616 38.7	316095 46.7	8212 1.2	36416 5.4	53897 8.0	676235 100.0

Number of Missing Observations: 91295

Q37 Personnel take part in accident invest. by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q37							
Strongly agree	1	27509 10.5	24453 7.8	647 7.9	3205 8.8	6008 11.1	61822 9.1
Agree	2	86356 32.8	128407 40.7	3722 45.2	16282 44.8	26511 49.1	261277 38.6
No opinion	3	137716 52.4	143348 45.5	3370 40.9	15781 43.4	19952 37.0	320167 47.3
Disagree	4	8591 3.3	15246 4.8	430 5.2	961 2.6	1359 2.5	26586 3.9
Strongly disagree	5	2879 1.1	3796 1.2	62 .8	139 .4	166 .3	7042 1.0

Column	263050	315250	8230	36367	53996	676894
Total	38.9	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 90636

Q38 Training by supervisor helps job safety by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q38							
Strongly agree	1	39315 15.1	36174 11.5	859 10.5	3835 10.5	6979 13.0	87162 12.9
Agree	2	106909 41.0	145204 46.1	3762 45.8	17185 47.3	25577 47.6	298635 44.3
No opinion	3	103211 39.5	115949 36.8	3090 37.6	13825 38.0	19433 36.2	255507 37.9
Disagree	4	8810 3.4	14249 4.5	387 4.7	1398 3.8	1522 2.8	26366 3.9
Strongly disagree	5	2776 1.1	3224 1.0	115 1.4	125 .3	187 .3	6428 1.0
	Column Total	261021 38.7	314799 46.7	8213 1.2	36366 5.4	53698 8.0	674098 100.0

Number of Missing Observations: 93432

Q39 Medical facilities are sufficient by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q39							
Strongly agree	1	37906 14.5	32157 10.2	748 9.1	4510 12.4	7607 14.1	82928 12.3
Agree	2	86308 32.9	113983 36.1	3299 40.4	15094 41.5	23746 44.1	242429 35.8
No opinion	3	111420 42.5	115033 36.4	2959 36.2	13006 35.8	16255 30.2	258673 38.3
Disagree	4	17636 6.7	34887 11.1	948 11.6	2814 7.7	4525 8.4	60810 9.0
Strongly disagree	5	9006 3.4	19596 6.2	221 2.7	923 2.5	1654 3.1	31399 4.6
	Column Total	262277 38.8	315657 46.7	8174 1.2	36346 5.4	53787 8.0	676239 100.0

Number of Missing Observations: 91291

Q40 Leadership ignores safety during promoti by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q40							
Strongly agree	1	14045 5.3	10022 3.2	238 2.9	584 1.6	640 1.2	25529 3.8
Agree	2	25282 9.6	30985 9.8	656 8.0	2001 5.5	2469 4.6	61392 9.1
No opinion	3	134611 51.3	141833 44.9	3325 40.7	14433 39.8	18457 34.2	312658 46.2

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Disagree	4	64981	100861	3103	14668	22481	206096
		24.7	32.0	38.0	40.5	41.7	30.5
Strongly disagree	5	23698	31876	852	4564	9877	70866
		9.0	10.1	10.4	12.6	18.3	10.5
Column Total		262617	315577	8174	36250	53925	676542
		38.8	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 90988

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Q41 Safety officer is readily available by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q41							
Strongly agree	1	32194	33169	1157	3686	8271	78477
		12.3	10.5	14.2	10.1	15.4	11.6
Agree	2	70106	112734	3513	13900	23434	223686
		26.8	35.7	43.0	38.2	43.5	33.1
No opinion	3	139581	138881	2843	16307	19252	316863
		53.3	44.0	34.8	44.8	35.8	46.9
Disagree	4	14919	23022	562	2126	2371	43000
		5.7	7.3	6.9	5.8	4.4	6.4
Strongly disagree	5	4876	7969	92	352	481	13769
		1.9	2.5	1.1	1.0	.9	2.0
Column Total		261675	315774	8168	36370	53808	675796
		38.7	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 91734

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Q42 This unit has a stable workforce by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q42							
Strongly agree	1	26026	24815	603	2724	5364	59533
		10.0	8.0	7.5	7.6	10.1	8.9
Agree	2	77845	112636	3007	13813	23080	230381
		30.0	36.1	37.4	38.5	43.3	34.5
No opinion	3	128115	130147	3081	13592	16797	291731
		49.4	41.7	38.3	37.9	31.5	43.6
Disagree	4	20056	30349	1074	4610	6094	62182
		7.7	9.7	13.4	12.8	11.4	9.3
Strongly disagree	5	7119	14108	276	1142	2017	24662
		2.7	4.5	3.4	3.2	3.8	3.7
Column Total		259162	312055	8042	35881	53351	668490
		38.8	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 99040

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Q43 Personnel afraid to report problems by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q43							
Strongly agree	1	13091	6485	135	353	436	20501
		5.0	2.1	1.6	1.0	.8	3.0
	2	19285	18612	496	1022	1305	40720

Agree		7.4	5.9	6.1	2.8	2.4	6.0
No opinion	3	107628	103117	2419	10506	12097	235768
		41.1	32.7	29.5	29.0	22.3	34.9
Disagree	4	89993	143676	3675	18382	27343	283069
		34.4	45.6	44.8	50.7	50.5	41.9
Strongly disagree	5	31747	43294	1472	6025	12968	95506
		12.1	13.7	18.0	16.6	23.9	14.1
Column Total		261743	315184	8199	36288	54149	675563
		38.7	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 91967

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Q44 Supervisors always investigate accidents by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q44							
Strongly agree	1	30414	32641	1067	3916	8396	76435
		11.6	10.4	13.2	10.8	15.7	11.3
Agree	2	89252	129412	3417	15988	25320	263388
		34.0	41.3	42.3	43.9	47.3	39.1
No opinion	3	129969	132242	3157	15442	17793	298602
		49.5	42.2	39.1	42.4	33.2	44.3
Disagree	4	9845	15281	316	713	1560	27715
		3.8	4.9	3.9	2.0	2.9	4.1
Strongly disagree	5	2921	3538	119	347	454	7379
		1.1	1.1	1.5	1.0	.8	1.1
Column Total		262401	313114	8077	36405	53522	673519
		39.0	46.5	1.2	5.4	7.9	100.0

Number of Missing Observations: 94011

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Q45 Environmental cond. kept at good levels by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	
Q45							
Strongly agree	1	37204	31882	711	3883	7010	80690
		14.2	10.1	8.7	10.6	12.9	11.9
Agree	2	106687	150347	4266	19271	30420	310991
		40.7	47.6	52.2	52.8	56.0	45.9
No opinion	3	101917	103884	2348	10769	13185	232103
		38.8	32.9	28.7	29.5	24.3	34.3
Disagree	4	13254	22503	652	2093	3001	41502
		5.0	7.1	8.0	5.7	5.5	6.1
Strongly disagree	5	3386	7468	192	484	729	12260
		1.3	2.4	2.4	1.3	1.3	1.8
Column Total		262447	316085	8169	36500	54345	677546
		38.7	46.7	1.2	5.4	8.0	100.0

Number of Missing Observations: 89984

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Q46 Personnel dont use necessary PPE by XCPAY2 Recode 5 level paygrade

	Count Col Pct	E1-E4	E5-E9	W1-W5	01-03	04-06	Row Total
		1	2	3	4	5	

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Q46							
	1	11590	7247	171	414	483	19905
Strongly agree		4.4	2.3	2.1	1.1	.9	2.9
	2	33142	40682	1160	3004	3047	81034
Agree		12.6	12.9	14.1	8.2	5.6	11.9
	3	117026	121286	2937	13676	18180	273106
No opinion		44.4	38.4	35.7	37.3	33.4	40.2
	4	76521	116014	3213	15849	24214	235811
Disagree		29.0	36.7	39.0	43.3	44.5	34.7
	5	25228	30923	747	3686	8450	69035
Strongly disagree		9.6	9.8	9.1	10.1	15.5	10.2
Column Total		263507	316152	8229	36630	54374	678892
		38.8	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 88638

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Q47 Job stress is significant problem for me by XCPAY2 Recode 5
level paygrade

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
			1	2	3	4	5	
Q47								
	1	13443	7350	91	519	681		22085
Strongly agree		5.1	2.3	1.1	1.4	1.3		3.3
	2	20822	26145	712	2565	3535		53778
Agree		7.9	8.3	8.7	7.0	6.5		7.9
	3	121762	127563	3118	13907	16793		283143
No opinion		46.2	40.4	38.3	38.0	31.0		41.7
	4	70717	117234	3459	15602	24580		231592
Disagree		26.8	37.1	42.5	42.6	45.4		34.1
	5	36878	37564	769	4047	8573		87832
Strongly disagree		14.0	11.9	9.4	11.0	15.8		12.9
Column Total		263623	315856	8149	36639	54162		678430
		38.9	46.6	1.2	5.4	8.0		100.0

Number of Missing Observations: 89100

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Q48 Leadership insists supervisor think safe by XCPAY2 Recode 5
level paygrade

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
			1	2	3	4	5	
Q48								
	1	47710	50292	1330	5795	10780		115907
Strongly agree		18.1	15.9	16.3	15.8	19.9		17.1
	2	101683	152355	4105	19428	28643		306214
Agree		38.6	48.1	50.2	53.1	52.8		45.1
	3	105388	101455	2331	10601	13525		233301
No opinion		40.0	32.1	28.5	29.0	24.9		34.4
	4	6689	9271	328	522	1070		17879

Disagree		2.5	2.9	4.0	1.4	2.0	2.6
	5	1991	3150	77	216	273	5707
Strongly disagree		.8	1.0	.9	.6	.5	.8
Column Total		263461	316523	8170	36562	54291	679007
		38.8	46.6	1.2	5.4	8.0	100.0

Number of Missing Observations: 88523

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Q49 Leadership sets goals-hold all accountable by XCPAY2 Recode 5
level paygrade

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
			1	2	3	4	5	
Q49								
	1	31926	30221	803	3187	6699		72837
Strongly agree		12.1	9.6	9.8	8.7	12.4		10.7
	2	68517	103613	2880	11787	19855		206653
Agree		26.0	32.8	35.1	32.3	36.7		30.5
	3	144060	150862	3395	18363	23378		340059
No opinion		54.7	47.7	41.4	50.4	43.2		50.1
	4	13239	24349	992	2681	3563		44825
Disagree		5.0	7.7	12.1	7.4	6.6		6.6
	5	5648	6913	135	425	628		13748
Strongly disagree		2.1	2.2	1.6	1.2	1.2		2.0
Column Total		263390	315959	8205	36444	54123		678121
		38.8	46.6	1.2	5.4	8.0		100.0

Number of Missing Observations: 89409

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Q50 Personnel rarely dev. safety requirement by XCPAY2 Recode 5
level paygrade

		Count Col Pct	E1-E4	E5-E9	W1-W5	O1-O3	O4-O6	Row Total
			1	2	3	4	5	
Q50								
	1	14965	10272	122	571	936		26866
Strongly agree		5.7	3.3	1.5	1.6	1.7		4.0
	2	32509	40908	1231	4790	4955		84393
Agree		12.4	13.0	15.1	13.2	9.1		12.5
	3	136268	149007	3354	17023	21954		327605
No opinion		51.9	47.3	41.1	46.8	40.5		48.4
	4	63281	94648	2882	11547	20961		193318
Disagree		24.1	30.0	35.3	31.7	38.6		28.6
	5	15735	20417	579	2478	5450		44659
Strongly disagree		6.0	6.5	7.1	6.8	10.0		6.6
Column Total		262758	315252	8166	36410	54255		676841
		38.8	46.6	1.2	5.4	8.0		100.0

Number of Missing Observations: 90689

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Appendix G – Response Distributions by Work Location

Q1 Personnel identify hazards by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance	Outdoors	Flightline	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q1								
25865 258439 Strongly agree	36.8 37.6	1 99035	2 25996	3 28889	4 46480	5 18479	6 846	7 12849
24732 297126 Agree	35.2 43.2	1 128164	2 24474	3 30287	4 54915	5 19268	6 570	7 14716
16782 107214 No opinion	23.9 15.6	1 45968	2 8594	3 8234	4 18763	5 4074	6 760	7 4039
2202 21420 Disagree	3.1 3.1	1 7503	2 1666	3 2635	4 5268	5 804	6 72	7 1270
710 3958 Strongly disagree	1.0 .6	1 1412	2 189	3 383	4 816	5 223	6	7 225
Column		282083	60918	70428	126242	42848	2248	33099
70291 688156 Total	10.2 100.0	41.0	8.9	10.2	18.3	6.2	.3	4.8
Number of Missing Observations: 79374								

Q2 Frequent contact between personnel and 1 by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance	Outdoors	Flightline	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q2								
18810 176764 Strongly agree	26.9 25.7	1 70415	2 17943	3 19924	4 29950	5 11175	6 674	7 7873
24034 310110 Agree	34.3 45.2	1 135115	2 25815	3 30700	4 58516	5 20332	6 668	7 14929
16492 122706 No opinion	23.6 17.9	1 48250	2 11823	3 11608	4 21031	5 6477	6 739	7 6286
8771 59327 Disagree	12.5 8.6	1 22572	2 4177	3 5395	4 12247	5 3315	6 98	7 2752
Column		282083	60918	70428	126242	42848	2248	33099
70291 688156 Total	10.2 100.0	41.0	8.9	10.2	18.3	6.2	.3	4.8
Number of Missing Observations: 79374								

1884 17662 Strongly disagree	2.7 2.6	1 5525	2 961	3 2366	4 4378	5 1460	6 68	7 1019
Column		281877	60718	69994	126121	42758	2248	32859
69991 686568 Total	10.2 100.0	41.1	8.8	10.2	18.4	6.2	.3	4.8
Number of Missing Observations: 80962								

Q3 Safety takes a back seat to production by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance	Outdoors	Flightline	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q3								
5349 34368 Strongly agree	7.7 5.0	1 9657	2 4074	3 4320	4 7691	5 1659	6 41	7 1577
7201 68008 Agree	10.4 9.9	1 28857	2 5290	3 5270	4 15523	5 3468	6 3	7 2396
18419 148486 No opinion	26.6 21.7	1 60272	2 12815	3 15947	4 26604	5 7336	6 899	7 6194
24822 276179 Disagree	35.8 40.3	1 117766	2 23244	3 25301	4 50230	5 18689	6 910	7 15217
13963 157674 Strongly disagree	19.6 23.0	1 64564	2 15124	3 18906	4 25865	5 11738	6 395	7 7519
Column		281116	60547	69744	125913	42890	2248	32903
69354 684715 Total	10.1 100.0	41.1	8.8	10.2	18.4	6.3	.3	4.8
Number of Missing Observations: 82815								

Q4 Personnel revise safety & health practice by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintenance	Outdoors	Flightline	Ship	Clinic/Hospital
Row		1	2	3	4	5	6	7
8 Total								
Q4								
10150 94658 Strongly agree	14.8 14.0	1 34637	2 10570	3 12074	4 15292	5 6679	6 415	7 4840
Column		281116	60547	69744	125913	42890	2248	32903
69354 684715 Total	10.1 100.0	41.1	8.8	10.2	18.4	6.3	.3	4.8
Number of Missing Observations: 82815								

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

		2	110417	23141	26315	50514	16356	641	13274	
23029	263688		39.7	38.5	38.0	40.4	38.6	28.5	40.7	
Agree	33.7									
		3	98137	19302	23355	39968	14252	1069	11179	
26863	234127		35.3	32.1	33.7	32.0	33.7	47.6	34.2	
No opinion	39.3									
		4	30207	6193	5863	13240	3857	122	2279	
6537	68298		10.9	10.3	8.5	10.6	9.1	5.4	7.0	
Disagree	9.6									
		5	4773	939	1612	5916	1204		1078	
1837	17358		1.7	1.6	2.3	4.7	2.8		3.3	
Strongly disagree	2.7									
Column		278172	60145	69220	124930	42348	2248	32650		
68417	678130	Total	41.0	8.9	10.2	18.4	6.2	.3	4.8	
10.1	100.0									

Number of Missing Observations: 89400

Q5 Supervisor maintain high safety standard by WORKLOC Location

Count Col Pct		Office	Shop	Mainten ance	Outdoors /Field	Flight ne	Ship	Clinic/H ospital	
Other	Row								
8	Total	1	2	3	4	5	6	7	
Q5									
16740	170282	1	63680	20147	22333	25269	13275	565	8273
Strongly agree			22.7	33.2	32.0	20.0	31.0	25.1	25.1
24.0	24.9								
		2	135388	24401	28486	62707	19902	650	14861
27094	313490		48.2	40.3	40.9	49.7	46.5	28.9	45.0
38.8	45.8								
		3	67987	12980	15264	29712	7760	971	8093
20570	163337		24.2	21.4	21.9	23.6	18.1	43.2	24.5
29.5	23.8								
		4	9123	1855	2507	5064	1208	53	1079
4029	24917		3.2	3.1	3.6	4.0	2.8	2.4	3.3
Disagree									
5.8	3.6								
		5	4612	1214	1109	3296	676	10	705
1399	13020		1.6	2.0	1.6	2.6	1.6	.4	2.1
Strongly disagree									
2.0	1.9								
		Column	280790	60596	69699	126049	42822	2248	33011
69832	685046								
Total			41.0	8.8	10.2	18.4	6.3	.3	4.8
10.2	100.0								

Number of Missing Observations: 82484

Q6 Inspections made at regular intervals by WORKLOC Location

Other	Count Col Pct	Row	Office	Shop	Maintenance	Outdoors	Flight	Ship	Clinic/Hospital
8	Total		1	2	3	4	5	6	7
Q6									
10798 Strongly agree 15.6	103574 15.1	1	38494	10445	13256	16371	7696	511	6003
			13.7	17.3	19.0	13.0	18.0	22.7	18.3
16628 Agree 24.0	241562 35.3	2	103930	22954	26637	43200	16803	440	10970
			36.9	38.0	38.3	34.3	39.3	19.6	33.4

33374 267851		3	110938	21840	23550	50681	13568	1145	12755
No opinion			39.4	36.2	33.8	40.3	31.8	50.9	38.8
48.1 39.1									
6323 54436		4	22605	4054	4495	10905	3642	152	2259
Disagree			8.0	6.7	6.5	8.7	8.5	6.8	6.9
9.1 8.0									
2300 16977		5	5349	1088	1649	4752	995		844
Strongly disagree			1.9	1.8	2.4	3.8	2.3		2.6
3.3 2.5									
69422		Column	281316	60382	69588	125909	42705	2248	32831
684400		Total	41.1	8.8	10.2	18.4	6.2	.3	4.8
10.1 100.0									
Number of Missing Observations: 83130									

Q7 Leadership safety views seldom communicate by WORKLOC Location

Other	Count		Office	Shop	Maintenance	Outdoors	Flight	Ship	Clinic/Hospital
	Col	Pct							
Row									
8	Total		1	2	3	4	5	6	7
Q7									
6032	54120	1	17744	7409	7334	9114	2775	31	3681
8.7	7.9		6.3	12.3	10.5	7.2	6.5	1.4	11.2
Strongly agree									
12136	114248	2	50561	8340	10764	21752	6348	175	4172
17.4	16.7		18.0	13.8	15.4	17.3	14.9	7.9	12.7
Agree									
27906	187950	3	71103	17998	20060	33596	8007	1115	8166
40.0	27.5		25.3	29.8	28.7	26.7	18.8	50.6	24.9
No opinion									
17180	233379	4	101394	18239	21856	45140	16814	646	12110
24.6	34.1		36.1	30.2	31.3	35.8	39.4	29.3	37.0
Disagree									
6468	94810	5	40066	8488	9805	16372	8753	237	4621
9.3	13.9		14.3	14.0	14.0	13.0	20.5	10.8	14.1
Strongly disagree									
69722	684507	Column	280867	60475	69819	125973	42697	2204	32750
10.2	100.0	Total	41.0	8.8	10.2	18.4	6.2	.3	4.8

Number of Missing Observations: 83023

Q8 Safety meetings held less often than necessary by WORKLOC Location

Other	Count Col Pct	Row	Office	Shop	Maintenance	Outdoors	Flight	Ship	Clinic/Hospital
8	Total		1	2	3	4	5	6	7
Q8									
5729 Strongly agree 8.2	41080 6.0	1	16440	4511	3869	7074	1744	82	1632
			5.9	7.4	5.5	5.6	4.1	3.6	5.0
14795 Agree 21.3	132008 19.3	2	54978	10227	13744	26376	5568	215	6104
			19.7	16.9	19.7	21.0	13.0	9.6	18.9
29174 No opinion 42.0	269948 39.6	3	113883	20764	25980	50561	14586	1147	13852
			40.7	34.2	37.3	40.2	34.1	51.0	42.8

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

15887	194762	4	78460	21005	20518	33848	15264	745	9034	
Disagree			28.1	34.6	29.4	26.9	35.7	33.2	27.9	
22.9	28.5									
3899	44585	5	15773	4119	5624	7792	5561	59	1758	
Strongly disagree			5.6	6.8	8.1	6.2	13.0	2.6	5.4	
5.6	6.5									
Column	279534	60627	69735	125652	42723	2248	32380			
69484	682382	Total	41.0	8.9	10.2	18.4	6.3	.3	4.7	
10.2	100.0									
Number of Missing Observations: 85148										

Q9 Good teamwork exists within unit by WORKLOC Location

		Count	Col Pct	Office	Shop	Mainten	Outdoors	Flight	li Ship	Clinic/H
Other						nce	/Field	ne		ospital
Row										
8	Total			1	2	3	4	5	6	7
Q9										
15388	158137	1	59762	16650	15794	31361	11010	672	7500	
22.1	23.3	Strongly agree	21.4	27.6	22.8	25.2	26.0	29.9	23.1	
28536	329872	2	143712	27781	32293	59704	21095	778	15972	
41.0	48.6	Agree	51.6	46.1	46.6	47.9	49.9	34.6	49.2	
18486	128828	3	51100	11574	13681	21557	6629	726	5075	
26.6	19.0	No opinion	18.3	19.2	19.7	17.3	15.7	32.3	15.6	
4641	43746	4	18345	2971	4959	7472	2686	62	2609	
6.7	6.4	Disagree	6.6	4.9	7.2	6.0	6.3	2.8	8.0	
2495	18803	5	5740	1271	2597	4521	894	10	1276	
3.6	2.8	Strongly disagree	2.1	2.1	3.7	3.6	2.1	.4	3.9	
Column		278659	60248	69323	124615	42315	2248	32433		
69545	679387	Total	41.0	8.9	10.2	18.3	6.2	.3	4.8	
10.2	100.0									
Number of Missing Observations: 88143										

Q10 Leadership shows that it cares about saf by WORKLOC Location

Other	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
					nce	/Field	ne		ospital
Row			1	2	3	4	5	6	7
8 Total									
Q10									
1	65481	18145	18410	28906	11556	535	6988		
14235	164256	Strongly agree	23.5	30.0	26.4	23.1	27.1	23.8	21.6
20.7	24.2								
2	140360	26601	31200	60789	20016	775	16870		
26747	323359	Agree	50.5	44.0	44.7	48.7	47.0	34.5	52.1
38.8	47.6								
3	55824	12994	15411	23534	7938	848	6173		
22545	145266	No opinion	20.1	21.5	22.1	18.8	18.6	37.7	19.0
32.7	21.4								
4	12589	1764	2738	6606	1917	80	1343		
3269	30307	Disagree	4.5	2.9	3.9	5.3	4.5	3.6	4.1
4.7	4.5								

2091	16170	5	3800	886	2090	5080	1178	10	1036	
Strongly disagree			1.4	1.5	3.0	4.1	2.8	.4	3.2	
3.0	2.4									
Column	278054	60390	69849	124915	42606	2248	32411			
68886	679358	Total	40.9	8.9	10.3	18.4	6.3	.3	4.8	
10.1	100.0									
Number of Missing Observations: 88172										

Q11 My actions can protect other personnel by WORKLOC Location

Other	Count	Col Pct	Office	Shop	Maintenace	Outdoors	Flight	li Ship	Clinic/Hospital
Row			1	2	3	4	5	6	7
8 Total									
Q11									
20612 229940	1	89343	23742	24280	44259	16749	939	10015	
Strongly agree		32.0	39.2	34.8	35.3	39.3	42.8	30.8	
29.7 33.7									
31003 352861	2	153426	28336	34570	64429	21833	628	18636	
Agree		54.9	46.8	49.6	51.3	51.2	28.6	57.4	
44.7 51.7									
16636 89599	3	34427	7626	8656	14539	3734	616	3364	
No opinion		12.3	12.6	12.4	11.6	8.8	28.1	10.4	
24.0 13.1									
691 6008	4	1619	623	1048	1421	274	12	320	
Disagree		.6	1.0	1.5	1.1	.6	.5	1.0	
1.0 .9									
405 3711	5	780	251	1153	888	79		154	
Strongly disagree		.3	.4	1.7	.7	.2		.5	
.6 .5									
69346 682118	Column	279596	60579	69708	125537	42669	2195	32489	
Total		41.0	8.9	10.2	18.4	6.3	.3	4.8	
10.2 100.0									
Number of Missing Observations: 85412									

Q12 My supervisors behavior is unsafe by WORKLOC Location

Other	Count	Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
					nce	/Field	ne		ospital
Row			1	2	3	4	5	6	7
8 Total									
Q12									
1	7820	2503	2102	4638	779	21	915		
3390	22169	Strongly agree	2.8	4.1	3.0	3.7	1.8	.9	2.8
4.9	3.3								
2	15028	3762	4389	12152	1896	14	2220		
3559	43021	Agree	5.4	6.2	6.3	9.7	4.5	.6	6.8
5.1	6.3								
3	58729	11868	15954	28906	7600	841	6073		
24611	154583	No opinion	21.0	19.6	22.8	23.1	17.9	37.4	18.7
35.6	22.7								
4	123381	24910	29774	53284	17278	1130	14618		
24792	289167	Disagree	44.2	41.1	42.6	42.6	40.7	50.3	45.0
35.8	42.4								
5	74425	17560	17746	26098	14938	241	8683		
12845	172535	Strongly disagree	26.6	29.0	25.4	20.9	35.2	10.7	26.7
18.6	25.3								

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

69198	681476	Column Total	279383	60603	69966	125079	42491	2248	32509
10.2	100.0		41.0	8.9	10.3	18.4	6.2	.3	4.8

Number of Missing Observations: 86054

Q13 Des. personnel trained in emergency prac by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q13								
1	38064	11386	11071	19252	7885	502	6008	
10389 104558	Strongly agree	13.7	18.8	15.8	15.5	18.6	22.7	18.6
15.0 15.4								
2	110196	24545	28065	51600	17916	440	15121	
20662 268545	Agree	39.6	40.5	40.2	41.5	42.2	19.9	46.8
29.8 39.5								
3	102417	20054	24404	36557	13459	1081	8870	
31773 238615	No opinion	36.8	33.1	34.9	29.4	31.7	48.9	27.5
45.8 35.1								
4	22533	3780	4545	12911	2415	178	1713	
4888 52963	Disagree	8.1	6.2	6.5	10.4	5.7	8.0	5.3
7.0 7.8								
5	5288	848	1786	4140	755	10	578	
1736 15141	Strongly disagree	1.9	1.4	2.6	3.3	1.8	.4	1.8
2.5 2.2								
Column Total	278498	60612	69873	124461	42430	2210	32290	
69449 679823								
10.2 100.0		41.0	8.9	10.3	18.3	6.2	.3	4.7

Number of Missing Observations: 87707

Q14 Leadership published a written safety po by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q14								
1	46974	11858	13224	18341	10207	451	4964	
7794 113814	Strongly agree	16.9	20.0	19.1	14.7	24.1	20.4	15.4
11.6 16.9								
2	114794	21660	26506	45066	19433	461	12477	
19785 260182	Agree	41.4	36.6	38.2	36.2	45.9	20.8	38.7
29.4 38.6								
3	89868	20559	24537	45771	10672	1168	11916	
32156 236647	No opinion	32.4	34.7	35.4	36.8	25.2	52.8	36.9
47.8 35.1								
4	19201	4054	3599	10805	1679	123	2256	
5056 46771	Disagree	6.9	6.8	5.2	8.7	4.0	5.6	7.0
7.5 6.9								
5	6391	1125	1459	4453	393	10	660	
2493 16984	Strongly disagree	2.3	1.9	2.1	3.6	.9	.4	2.0
3.7 2.5								
Column Total	277228	59256	69324	124436	42384	2213	32273	
67283 674398								
10.0 100.0		41.1	8.8	10.3	18.5	6.3	.3	4.8

Number of Missing Observations: 93132

Q15 Near miss accidents are investigated by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q15								
1	36727	10759	10148	15315	8031	221	3908	
7932 93040	Strongly agree	13.2	17.9	14.6	12.3	18.9	9.9	12.0
11.5 13.7								
2	95639	18469	25262	42043	18865	788	11315	
19058 231440	Agree	34.5	30.7	36.3	33.8	44.3	35.2	34.7
27.5 34.1								
3	124217	25824	26925	50088	11862	1006	15895	
35680 291497	No opinion	44.8	43.0	38.7	40.2	27.9	45.0	48.7
51.5 43.0								
4	17811	4012	5859	12858	2890	214	1282	
5051 49976	Disagree	6.4	6.7	8.4	10.3	6.8	9.6	3.9
7.3 7.4								
5	3172	1010	1337	4148	903	10	207	
1524 12311	Strongly disagree	1.1	1.7	1.9	3.3	2.1	.4	.6
2.2 1.8								
Column Total	277566	60074	69531	124452	42551	2239	32607	
69244 678265								
10.2 100.0		40.9	8.9	10.3	18.3	6.3	.3	4.8

Number of Missing Observations: 89265

Q16 Personnel morale is poor by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q16								
1	17524	5133	6795	11807	3660	75	2639	
8994 56628	Strongly agree	6.4	8.6	9.9	9.5	8.6	3.4	8.1
13.2 8.4								
2	43604	8865	9656	20454	6540	152	4554	
10313 104138	Agree	15.9	14.8	14.0	16.5	15.5	6.9	14.0
15.1 15.5								
3	71087	17164	21823	29834	10853	882	8926	
23754 184323	No opinion	25.9	28.7	31.7	24.0	25.6	39.7	27.4
34.8 27.4								
4	104569	21226	22435	44551	15771	897	12232	
18093 239775	Disagree	38.1	35.5	32.6	35.9	37.3	40.4	37.5
26.5 35.6								
5	37915	7444	8214	17454	5496	216	4242	
7177 88159	Strongly disagree	13.8	12.4	11.9	14.1	13.0	9.7	13.0
10.5 13.1								
Column Total	274699	59833	68923	124100	42321	2222	32594	
68331 673023								
10.2 100.0		40.8	8.9	10.2	18.4	6.3	.3	4.8

Number of Missing Observations: 94507

Q17 Leadership does only what the law requir by WORKLOC Location

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Row				nce	/Field	ne		ospital
8 Total		1	2	3	4	5	6	7
Q17								
5473 33335 Strongly agree	1	10616	4124	3584	6487	1504	119	1427
7.9 4.9		3.8	6.9	5.2	5.2	3.6	5.4	4.4
8616 100486 Agree	2	41909	9726	9812	20976	5670	243	3535
12.5 14.9		15.2	16.3	14.3	16.8	13.4	11.1	10.8
34282 247495 No opinion	3	99510	19419	25295	42958	11686	1165	13179
49.6 36.6		36.0	32.5	36.9	34.3	27.6	53.0	40.3
16694 226044 Disagree	4	95572	19076	22895	44033	16676	630	10468
24.2 33.4		34.6	31.9	33.4	35.2	39.4	28.7	32.0
4000 68942 Strongly disagree	5	28835	7415	7021	10744	6799	40	4089
5.8 10.2		10.4	12.4	10.2	8.6	16.1	1.8	12.5
Column		276442	59760	68606	125198	42336	2198	32699
69064 676303 Total		40.9	8.8	10.1	18.5	6.3	.3	4.8
10.2 100.0								

Number of Missing Observations: 91227

Q18 Understand safety & health regulations by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Row				nce	/Field	ne		ospital
8 Total		1	2	3	4	5	6	7
Q18								
14419 166946 Strongly agree	1	61295	18411	19679	29538	14839	556	8210
21.1 24.6		22.1	30.7	28.4	23.6	34.9	24.8	25.0
30177 371063 Agree	2	160955	31277	36102	70901	23222	822	17608
44.2 54.7		57.9	52.1	52.0	56.7	54.6	36.7	53.7
21391 124318 No opinion	3	48451	9551	12498	21555	4215	861	5796
31.3 18.3		17.4	15.9	18.0	17.2	9.9	38.4	17.7
1790 11373 Disagree	4	5493	593	538	2114	206		639
2.6 1.7		2.0	1.0	.8	1.7	.5		1.9
540 4475 Strongly disagree	5	1594	208	547	1015	45		526
.8 .7		.6	.3	.8	.8	.1		1.6
Column		277787	60039	69364	125123	42528	2239	32779
68315 678174 Total		41.0	8.9	10.2	18.5	6.3	.3	4.8
10.1 100.0								

Number of Missing Observations: 89356

Q19 Supervisors enforce safe job procedures by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Row				nce	/Field	ne		ospital

Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Row				nce	/Field	ne		ospital
8 Total		1	2	3	4	5	6	7
Q19								
12930 145703 Strongly agree	1	55982	16433	17792	23762	11907	563	6335
18.7 21.5		20.2	27.4	25.6	18.9	28.1	25.2	19.4
28672 341907 Agree	2	144572	27533	34233	67916	21530	715	16737
41.4 50.4		52.1	45.8	49.3	54.1	50.8	31.9	51.2
25004 167409 No opinion	3	69776	13699	14860	27440	7842	952	7837
36.1 24.7		25.2	22.8	21.4	21.9	18.5	42.5	24.0
2033 17797 Disagree	4	5627	1744	2097	4574	589		1133
2.9 2.6		2.0	2.9	3.0	3.6	1.4		3.5
580 5962 Strongly disagree	5	1288	662	427	1773	550	10	673
.8 .9		.5	1.1	.6	1.4	1.3	.4	2.1
Column		277245	60071	69409	125464	42418	2239	32713
69219 678778 Total		40.8	8.8	10.2	18.5	6.2	.3	4.8
10.2 100.0								

Number of Missing Observations: 88752

Q20 Precautions used for hazardous mat. by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Row				nce	/Field	ne		ospital
8 Total		1	2	3	4	5	6	7
Q20								
13882 145280 Strongly agree	1	53833	16956	17663	22619	12198	563	7566
20.1 21.4		19.4	28.1	25.5	18.3	28.8	25.2	23.2
24127 305106 Agree	2	126787	26037	31490	59378	20686	808	15793
35.0 45.0		45.6	43.2	45.4	47.9	48.8	36.1	48.4
29290 210734 No opinion	3	92847	15799	17978	37554	8228	868	8171
42.4 31.1		33.4	26.2	25.9	30.3	19.4	38.8	25.0
1464 11774 Disagree	4	3463	936	1583	2979	897		453
2.1 1.7		1.2	1.6	2.3	2.4	2.1		1.4
269 4704 Strongly disagree	5	878	521	610	1401	378		647
.4 .7		.3	.9	.9	1.1	.9		2.0
Column		277807	60249	69323	123932	42386	2239	32630
69032 677598 Total		41.0	8.9	10.2	18.3	6.3	.3	4.8
10.2 100.0								

Number of Missing Observations: 89932

Q21 Adequate personnel to manage safety prog by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Row				nce	/Field	ne		ospital
8 Total		1	2	3	4	5	6	7
Q21								
9222 114919	1	45358	14353	14308	16515	9708	452	5003

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

Strongly agree	16.4	24.4	20.8	13.2	22.9	20.2	15.3	
13.5	17.0							
2	122575	22829	27730	52576	20227	585	13896	
22658	283075							
Agree	44.3	38.8	40.3	42.1	47.7	26.2	42.5	
33.1	41.9							
3	94678	17929	22196	43890	9096	1085	11482	
32064	232422							
No opinion	34.2	30.5	32.3	35.2	21.5	48.5	35.1	
46.8	34.4							
4	11376	2617	3526	8719	2284	66	2069	
3869	34525							
Disagree	4.1	4.5	5.1	7.0	5.4	2.9	6.3	
5.6	5.1							
5	2799	1074	1017	3113	1048	50	221	
732	10053							
Strongly disagree	1.0	1.8	1.5	2.5	2.5	2.2	.7	
1.1	1.5							
Column	276784	58802	68777	124812	42363	2239	32672	
68544	674994							
Total	41.0	8.7	10.2	18.5	6.3	.3	4.8	
10.2	100.0							
Number of Missing Observations: 92536								

Q22 Award program does not promote safety by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
Col Pct							
Other							
Row							
8	1	2	3	4	5	6	7
Q22	Total						
1	15956	5697	5449	6067	1959		1805
4633	41567						
Strongly agree	5.8	9.5	7.9	4.8	4.6		5.5
6.8	6.1						
2	46994	8963	11114	24314	6794	297	4621
9281	112378						
Agree	17.0	15.0	16.0	19.4	16.0	13.2	14.1
13.5	16.6						
3	133142	28088	31381	59595	17951	1176	16093
39023	326449						
No opinion	48.0	46.9	45.3	47.6	42.2	52.3	49.0
57.0	48.2						
4	66691	13710	17080	27683	12376	706	7759
12075	158080						
Disagree	24.1	22.9	24.7	22.1	29.1	31.4	23.6
17.6	23.3						
5	14334	3468	4246	7551	3409	69	2557
3489	39123						
Strongly disagree	5.2	5.8	6.1	6.0	8.0	3.1	7.8
5.1	5.8						
Column	277117	59927	69270	125210	42489	2248	32835
68502	677598						
Total	40.9	8.8	10.2	18.5	6.3	.3	4.8
10.1	100.0						
Number of Missing Observations: 89932							

Q23 Performance standards higher than safety by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
Col Pct							
Other							
Row							
8	1	2	3	4	5	6	7
Q23	Total						
1	12976	3812	4587	6046	1441	82	1128
4039	34111						
Strongly agree	4.7	6.4	6.6	4.8	3.4	3.6	3.5
5.9	5.0						
2	50729	10044	9450	25544	6173	335	6952
12397	121623						

Agree	18.3	16.7	13.6	20.4	14.6	14.9	21.3	
18.0	17.9							
3	138829	29009	34845	62336	19456	1284	15745	
38426	339931							
No opinion	50.0	48.4	50.2	49.8	45.9	57.1	48.2	
55.8	50.1							
4	62507	13311	16909	25580	12238	477	7198	
11791	150012							
Disagree	22.5	22.2	24.3	20.4	28.9	21.2	22.1	
17.1	22.1							
5	12379	3804	3657	5686	3096	70	1618	
2226	32536							
Strongly disagree	4.5	6.3	5.3	4.5	7.3	3.1	5.0	
3.2	4.8							
Column	277420	59981	69448	125192	42403	2248	32642	
68878	678211							
Total	40.9	8.8	10.2	18.5	6.3	.3	4.8	
10.2	100.0							
Number of Missing Observations: 89319								

Q24 Super. understand job safety problems by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
Col Pct							
Other							
Row							
8	1	2	3	4	5	6	7
Q24	Total						
1	38325	12253	13140	16610	9691	225	4168
8109	102520						
Strongly agree	13.8	20.5	19.0	13.3	22.8	10.0	12.7
11.8	15.1						
2	126702	27895	34501	60619	22820	831	16322
26545	316234						
Agree	45.6	46.6	49.8	48.5	53.6	37.0	49.9
38.5	46.6						
3	103503	18026	18254	40806	8770	1117	11139
30751	232367						
No opinion	37.3	30.1	26.4	32.7	20.6	49.7	34.0
44.6	34.3						
4	6986	1340	2523	4263	970	66	666
2743	19556						
Disagree	2.5	2.2	3.6	3.4	2.3	2.9	2.0
4.0	2.9						
5	2154	395	797	2649	291	10	444
789	7529						
Strongly disagree	.8	.7	1.2	2.1	.7	.4	1.4
1.1	1.1						
Column	277669	59909	69214	124948	42543	2248	32739
68937	678206						
Total	40.9	8.8	10.2	18.4	6.3	.3	4.8
10.2	100.0						
Number of Missing Observations: 89324							

Q25 Personnel follow lock-/tagout procedures by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	Ship	Clinic/H
Col Pct							
Other							
Row							
8	1	2	3	4	5	6	7
Q25	Total						
1	27015	10164	10270	8339	7014	332	1850
6222	71206						
Strongly agree	9.8	17.0	14.9	6.7	16.6	14.8	5.7
9.1	10.6						
2	67545	20014	23334	30824	14521	634	7442
16557	180873						
Agree	24.5	33.4	33.7	24.7	34.4	28.2	22.9
24.3	26.8						
3	164523	26734	29508	75247	18434	1145	21090
41030	377709						

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

No opinion	59.7	44.6	42.7	60.2	43.7	50.9	64.8
60.2 56.0							
3153 32152	4	11846	2478	4352	7134	1597	128 1464
Disagree							
4.6 4.8		4.3	4.1	6.3	5.7	3.8	5.7 4.5
1241 12794	5	4707	490	1678	3384	595	10 689
Strongly disagree							
1.8 1.9		1.7	.8	2.4	2.7	1.4	.4 2.1
Column		275635	59880	69142	124928	42161	2248 32534
68204 674733							
Total		40.9	8.9	10.2	18.5	6.2	.3 4.8
10.1 100.0							
Number of Missing Observations: 92797							

Q26 Safety training is part of orientation by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Other				nce	/Field	ne		ospital
Row		1	2	3	4	5	6	7
8 Total								
Q26								
1	9051 111903	39097	15141	15279	15158	12053	560	5563
Strongly agree								
13.2 16.6		14.2	25.4	22.3	12.2	28.4	24.9	16.9
2	18602 250535	102109	23070	28646	46335	18266	489	13018
Agree								
27.1 37.1		37.0	38.8	41.8	37.2	43.1	21.8	39.6
3	31699 241943	104457	18619	19176	46279	9770	884	11059
No opinion								
46.2 35.9		37.8	31.3	28.0	37.2	23.1	39.3	33.6
4	7036 54780	24527	2092	4234	11976	2039	305	2572
Disagree								
10.3 8.1		8.9	3.5	6.2	9.6	4.8	13.6	7.8
5	2184 15569	5846	582	1235	4817	240	10	656
Strongly disagree								
3.2 2.3		2.1	1.0	1.8	3.9	.6	.4	2.0
Column		276037	59504	68570	124565	42368	2248	32867
68571 674730								
Total		40.9	8.8	10.2	18.5	6.3	.3	4.9
10.2 100.0								
Number of Missing Observations: 92800								

Q27 Leadership is sincere about personnel sa by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Other				nce	/Field	ne		ospital
Row		1	2	3	4	5	6	7
8 Total								
Q27								
1	11978 142872	56850	17341	15938	21840	12055	580	6291
Strongly agree								
17.4 21.1		20.6	29.0	23.1	17.5	28.4	25.8	19.3
2	25553 313844	134561	25055	32480	58615	20365	616	16599
Agree								
37.1 46.4		48.7	41.9	47.0	46.9	48.0	27.4	50.8
3	26114 185981	74729	15660	17198	35178	8110	1028	7964
No opinion								
37.9 27.5		27.1	26.2	24.9	28.2	19.1	45.7	24.4
4	4522 24134	7676	1174	2571	5606	1381	15	1189

Disagree	2.8	2.0	3.7	4.5	3.3	.7	3.6
6.6 3.6							
5	2428	606	878	3659	508	10	609
690 9388							
Strongly disagree	.9	1.0	1.3	2.9	1.2	.4	1.9
1.0 1.4							
Column	276244	59837	69065	124898	42419	2248	32652
68858 676220							
Total	40.9	8.8	10.2	18.5	6.3	.3	4.8
10.2 100.0							
Number of Missing Observations: 91310							

Q28 Supervisors seldom act on worker sugg. by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Other				nce	/Field	ne		ospital
Row		1	2	3	4	5	6	7
8 Total								
Q28								
1	3426 25005	9304	3637	3423	3305	1122	10	778
Strongly agree								
5.0 3.7		3.4	6.1	5.0	2.7	2.7	.4	2.4
2	5965 54524	20242	3687	5434	13523	2691	3	2978
Agree								
8.8 8.1		7.4	6.2	8.0	11.0	6.4	.1	9.1
3	35569 276419	113046	23512	25940	50900	12849	1609	12993
No opinion								
52.4 41.3		41.1	39.3	38.2	41.6	30.5	71.6	39.7
4	17257 233955	98380	20705	24980	42444	18196	437	11557
Disagree								
25.4 34.9		35.8	34.6	36.8	34.7	43.2	19.4	35.3
5	5696 80146	33974	8227	8148	12284	7221	189	4406
Strongly disagree								
8.4 12.0		12.4	13.8	12.0	10.0	17.2	8.4	13.5
Column	274947	59768	67924	122456	42079	2248	32713	
67914 670049								
Total	41.0	8.9	10.1	18.3	6.3	.3	4.9	
10.1 100.0								
Number of Missing Observations: 97481								

Q29 Emergency procedures rarely tested by WORKLOC Location

Count	Col Pct	Office	Shop	Maintena	Outdoors	Flightli	Ship	Clinic/H
Other				nce	/Field	ne		ospital
Row		1	2	3	4	5	6	7
8 Total								
Q29								
1	4402 32259	13291	3408	3085	6110	917	70	975
Strongly agree								
6.4 4.8		4.8	5.7	4.5	4.9	2.2	3.1	3.0
2	10809 99186	39004	7593	9306	24266	4730	220	3258
Agree								
15.8 14.7		14.2	12.7	13.4	19.5	11.2	9.8	10.0
3	37023 299706	120298	26703	30311	56097	14861	1084	13329
No opinion								
54.1 44.5		43.7	44.8	43.8	45.1	35.2	48.2	41.0
4	12799 192222	79675	17049	20868	32765	16988	746	11333
Disagree								
18.7 28.5		29.0	28.6	30.2	26.3	40.3	33.2	34.8
5	3375 50397	22878	4831	5616	5242	4700	128	3628

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

Strongly disagree	8.3	8.1	8.1	4.2	11.1	5.7	11.2
4.9	7.5						
Column	275147	59584	69187	124479	42195	2248	32524
68407	673771						
Total	40.8	8.8	10.3	18.5	6.3	.3	4.8
10.2	100.0						

Number of Missing Observations: 93759

Q80 Safety officer improves safety by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row								
8 Total		1	2	3	4	5	6	7
Q80								
1	32049	7291	8074	8662	5232	403	2935	
6166 70810		11.6	12.2	11.7	7.0	12.3	18.0	9.1
Strongly agree	9.1	10.5						
2	95589	20892	24273	40548	19349	484	11800	
17608 230542		34.7	34.8	35.1	32.6	45.6	21.6	36.4
Agree	26.0	34.2						
3	133251	28940	32426	63019	15237	1303	16173	
39228 329577		48.3	48.3	46.9	50.7	35.9	58.3	49.9
No opinion	58.0	48.9						
4	12226	2341	3688	8956	2016		1071	
3935 34234		4.4	3.9	5.3	7.2	4.7		3.3
Disagree	5.8	5.1						
5	2590	510	628	3193	624	47	450	
745 8788		.9	.9	.9	2.6	1.5	2.1	1.4
Strongly disagree	1.1	1.3						
Column	275706	59975	69089	124378	42457	2236	32429	
67682	673952							
Total	40.9	8.9	10.3	18.5	6.3	.3	4.8	
10.0	100.0							

Number of Missing Observations: 93578

Q81 Leadership sets fine safety example by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row								
8 Total		1	2	3	4	5	6	7
Q81								
1	42349	12544	12283	13037	6921	451	4844	
9266 101697		15.4	20.9	17.7	10.5	16.3	20.1	14.9
Strongly agree	13.7	15.1						
2	125034	23296	30686	60021	20580	612	14786	
23274 298289		45.4	38.9	44.3	48.4	48.5	27.2	45.4
Agree	34.5	44.3						
3	94698	21053	21825	41008	11348	1122	10700	
30127 231881		34.4	35.1	31.5	33.1	26.7	49.9	32.9
No opinion	44.7	34.4						
4	11216	2358	3479	5669	2668	12	1423	
3614 30438		4.1	3.9	5.0	4.6	6.3	.5	4.4
Disagree	5.4	4.5						
5	2232	695	1046	4213	909	50	787	
1151 11084		.8	1.2	1.5	3.4	2.1	2.2	2.4
Strongly disagree	1.7	1.6						
Column	275529	59946	69320	123949	42427	2248	32539	
67432	673389							

Total	40.9	8.9	10.3	18.4	6.3	.3	4.8
10.0	100.0						

Number of Missing Observations: 94141

Q82 Supervisors fits safety into performance by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row								
8 Total		1	2	3	4	5	6	7
Q82								
1	39470	12116	13178	15208	8541	421	4476	
8137 101546		14.4	20.3	19.0	12.3	20.2	18.7	13.8
Strongly agree	12.1	15.1						
2	116830	25364	32111	56830	20892	610	15370	
23915 291922		42.5	42.4	46.4	46.0	49.4	27.1	47.5
Agree	35.5	43.5						
3	107634	19954	21321	42801	10880	1063	10706	
31180 245538		39.1	33.4	30.8	34.6	25.7	47.3	33.1
No opinion	46.3	36.6						
4	8871	1896	2126	5857	1411	144	1341	
3286 24931		3.2	3.2	3.1	4.7	3.3	6.4	4.1
Disagree	4.9	3.7						
5	2157	438	465	2874	594	10	466	
824 7829		.8	.7	.7	2.3	1.4	.4	1.4
Strongly disagree	1.2	1.2						
Column	274962	59768	69202	123570	42318	2248	32358	
67341	671767							
Total	40.9	8.9	10.3	18.4	6.3	.3	4.8	
10.0	100.0							

Number of Missing Observations: 95763

Q83 Preventive maintenance operates poorly by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row								
8 Total		1	2	3	4	5	6	7
Q83								
1	9719	3292	3224	4647	1357	10	922	
3426 26597		3.5	5.5	4.7	3.8	3.2	.4	2.8
Strongly agree	5.1	4.0						
2	31379	5451	9101	17612	4243	101	4096	
9725 81707		11.4	9.1	13.2	14.2	10.0	4.5	12.6
Agree	14.4	12.2						
3	128259	23183	25273	49629	14269	1306	14917	
34775 291610		46.7	38.8	36.6	40.1	33.7	58.1	46.1
No opinion	51.4	43.4						
4	83016	21231	23853	40859	16859	728	9561	
15605 211712		30.2	35.5	34.6	33.0	39.8	32.4	29.5
Disagree	23.0	31.5						
5	22097	6644	7529	11051	5661	103	2890	
4185 60160		8.1	11.1	10.9	8.9	13.4	4.6	8.9
Strongly disagree	6.2	9.0						
Column	274469	59801	68979	123797	42389	2248	32386	
67716	671785							
Total	40.9	8.9	10.3	18.4	6.3	.3	4.8	
10.1	100.0							

Number of Missing Observations: 95745

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

Q34 Leadership participates in safety activity by WORKLOC Location

Count Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Other	nce /Field ne ospital						
Row	1	2	3	4	5	6	7
8 Total							
Q34							
1	32338	8272	9396	9878	6370	374	3190
6397 76215							
Strongly agree	11.8	13.9	13.6	8.0	15.1	16.7	9.9
9.4 11.4							
2	95244	19311	22964	37213	16994	435	11596
16427 220185							
Agree	34.8	32.3	33.2	30.2	40.3	19.3	35.9
24.2 32.9							
3	126240	27522	32152	62855	15904	1170	14836
38007 318685							
No opinion	46.1	46.1	46.4	51.0	37.7	52.1	45.9
56.1 47.5							
4	16310	3270	3892	9748	1978	259	2018
5749 43223							
Disagree	6.0	5.5	5.6	7.9	4.7	11.5	6.2
8.5 6.4							
5	3419	1331	847	3519	931	10	664
1207 11928							
Strongly disagree	1.2	2.2	1.2	2.9	2.2	.4	2.1
1.8 1.8							
Column	273551	59706	69251	123213	42178	2248	32303
67787 670296							
Total	40.8	8.9	10.3	18.4	6.3	.3	4.8
10.1 100.0							

Number of Missing Observations: 97294

Q35 Safety officer has high status by WORKLOC Location

Count Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Other	nce /Field ne ospital						
Row	1	2	3	4	5	6	7
8 Total							
Q35							
1	30775	8209	7873	6992	5588	337	2813
5829 68419							
Strongly agree	11.3	13.8	11.4	5.7	13.2	15.0	8.8
8.7 10.2							
2	74433	14547	19888	33842	14258	375	9893
13772 181008							
Agree	27.3	24.5	28.8	27.5	33.7	16.7	31.0
20.4 27.1							
3	143253	32350	35661	62967	18874	1326	15619
39932 349983							
No opinion	52.5	54.5	51.6	51.2	44.6	59.0	48.9
59.3 52.4							
4	19300	2945	4055	13477	2510	102	2826
5612 50828							
Disagree	7.1	5.0	5.9	11.0	5.9	4.6	8.9
8.3 7.6							
5	5020	1315	1657	5598	1131	108	768
2243 17840							
Strongly disagree	1.8	2.2	2.4	4.6	2.7	4.8	2.4
3.3 2.7							
Column	272781	59367	69134	122877	42362	2248	31920
67390 668077							
Total	40.8	8.9	10.3	18.4	6.3	.3	4.8
10.1 100.0							

Number of Missing Observations: 99453

Q36 Hazards not fixed quickly are ignored by WORKLOC Location

Count Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Other	nce /Field ne ospital						

Row	1	2	3	4	5	6	7
8 Total							
Q36							
1	8055	3425	1700	3676	642	10	886
2718 21111							
Strongly agree	2.9	5.7	2.5	3.0	1.5	.4	2.7
4.0 3.1							
2	26202	5093	6639	19302	3238	75	2519
7898 70966							
Agree	9.5	8.5	9.6	15.6	7.6	3.4	7.8
11.6 10.6							
3	118156	24288	25498	51790	13889	1045	12901
33240 280806							
No opinion	43.0	40.6	36.8	41.9	32.7	47.4	39.8
49.0 41.8							
4	98092	19801	26986	39626	18939	1015	12856
19356 236670							
Disagree	35.7	33.1	38.9	32.1	44.6	46.0	39.7
28.5 35.2							
5	24530	7263	8480	9085	5728	60	3222
4657 63025							
Strongly disagree	8.9	12.1	12.2	7.4	13.5	2.7	9.9
6.9 9.4							
Column	275034	59870	69303	123479	42436	2205	32383
67870 672579							
Total	40.9	8.9	10.3	18.4	6.3	.3	4.8
10.1 100.0							

Number of Missing Observations: 94951

Q37 Personnel take part in accident invest. by WORKLOC Location

Count Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Other	nce /Field ne ospital						
Row	1	2	3	4	5	6	7
8 Total							
Q37							
1	25268	6907	6589	9242	4547	68	2661
5902 61183							
Strongly agree	9.2	11.5	9.5	7.4	10.7	3.0	8.2
8.6 9.1							
2	108452	21145	27174	49605	18784	1076	13169
20205 259610							
Agree	39.5	35.3	39.3	39.9	44.3	47.9	40.8
29.6 38.6							
3	130706	28931	31265	57114	16646	1046	14459
38635 318800							
No opinion	47.6	48.3	45.3	45.9	39.2	46.5	44.8
56.6 47.4							
4	8641	2476	3296	6152	1728	49	1582
2661 26586							
Disagree	3.1	4.1	4.8	4.9	4.1	2.2	4.9
3.9 3.9							
5	1612	416	740	2304	721	10	393
846 7042							
Strongly disagree	.6	.7	1.1	1.9	1.7	.4	1.2
1.2 1.0							
Column	274679	59876	69065	124416	42426	2248	32263
68249 673221							
Total	40.8	8.9	10.3	18.5	6.3	.3	4.8
10.1 100.0							

Number of Missing Observations: 94309

Q38 Training by supervisor helps job safety by WORKLOC Location

Count Col Pct	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Other	nce /Field ne ospital						
Row	1	2	3	4	5	6	7
8 Total							
Q38							

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

8076 86554 Strongly agree 11.9 12.9	1	32634 11395 11272 11284 7677 382 3833
		11.9 19.1 16.5 9.1 18.1 17.0 11.8
<hr/>		
23640 296736 Agree 35.0 44.3	2	116318 25319 32690 61457 21647 697 14968
		42.5 42.4 47.9 49.5 51.1 31.0 46.3
<hr/>		
31317 254433 No opinion 46.3 38.0	3	114321 20633 20698 43539 11130 1094 11701
		41.7 34.5 30.3 35.1 26.3 48.7 36.2
<hr/>		
3995 26286 Disagree 5.9 3.9	4	8979 1979 2824 5849 1393 65 1202
		3.3 3.3 4.1 4.7 3.3 2.9 3.7
<hr/>		
573 6426 Strongly disagree .8 1.0	5	1581 438 722 1930 522 10 651
		.6 .7 1.1 1.6 1.2 .4 2.0
<hr/>		
67601 670435 10.1 100.0	Column Total	273833 59764 68206 124059 42370 2248 32354
		40.8 8.9 10.2 18.5 6.3 .3 4.8

Number of Missing Observations: 97095

Q39 Medical facilities are sufficient by WORKLOC Location

Other	Count		Office	Shop	Maintenance	Outdoors	Flight	li	Ship	Clinic/Hospital
	Col	Pct								
Row			1	2	3	4	5	6	7	
8 Total			1	2	3	4	5	6	7	
Q39										
6749 81624	Strongly agree		31802	10026	7935	14692	4272	350	5798	
10.0 12.1			11.6	16.7	11.4	11.8	10.1	15.6	18.0	
19985 241419	Agree		104293	17505	24635	47528	14909	482	12081	
29.6 35.9			38.0	29.2	35.5	38.2	35.3	21.5	37.4	
31423 257657	No opinion		108168	25026	25707	43574	12492	1171	10097	
46.5 38.3			39.4	41.8	37.1	35.0	29.6	52.1	31.3	
6629 60564	Disagree		20628	4607	7342	12499	5627	174	3060	
9.8 9.0			7.5	7.7	10.6	10.0	13.3	7.7	9.5	
2761 31298	Strongly disagree		9543	2725	3757	6250	4968	70	1224	
4.1 4.7			3.5	4.5	5.4	5.0	11.8	3.1	3.8	
67547 672561	Column Total		274434	59887	69376	124542	42268	2248	32259	
10.0 100.0			40.8	8.9	10.3	18.5	6.3	.3	4.8	

Number of Missing Observations: 94969

Q40 Leadership ignores safety during promoti by WORKLOC Location

Other	Count	Col	Pct	Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
	Row										
8	Total										
Q40											
		1	8912	2899	2282	5760	996	10	925		
3380	25162		3.2	4.9	3.3	4.6	2.4	.4	2.9		
Strongly agree											
4.9	3.7										

4958 61311 Agree 7.2 9.1	2	20670 6342 7727 16242 2769 188 2416
		7.5 10.6 11.2 13.0 6.5 8.4 7.6

38379 310937 No opinion 56.1 46.2	3	125615 27252 30377 57041 17045 1156 14072
		45.7 45.7 43.8 45.8 40.3 51.4 44.2

17328 205567 Disagree 25.3 30.5	4	88198 16756 21630 33829 15737 805 11283
		32.1 28.1 31.2 27.2 37.2 35.8 35.4

4380 69948 Strongly disagree 6.4 10.4	5	31256 6362 7264 11671 5751 89 3175
		11.4 10.7 10.5 9.4 13.6 3.9 10.0

Column		274650 59611 69280 124542 42298 2248 31871
68425 672925	Total	40.8 8.9 10.3 18.5 6.3 .3 4.7
10.2 100.0		
Number of Missing Observations: 94605		

Number of Missing Observations: 94605

Q41 Safety officer is readily available by WORKLOC Location

Other	Count			Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
	Col	Pct									
Row							/Field	ne			ospital
8 Total				1	2	3	4	5	6	7	
Q41											
7710 77818	1	33364		8456	7851	9937	6820	377	3302		
Strongly agree		12.2		14.3	11.3	8.0	16.1	16.8	10.3		
11.3 11.6											
17154 223163	2	96193		18459	22045	39949	17677	343	11344		
Agree		35.0		31.3	31.8	32.2	41.8	15.3	35.3		
25.0 33.2											
38327 314434	3	126014		27654	33562	58520	14152	1325	14880		
No opinion		45.9		46.9	48.4	47.1	33.5	58.9	46.3		
55.9 46.8											
3892 42920	4	15651		3504	4237	10901	2383	193	2159		
Disagree		5.7		5.9	6.1	8.8	5.6	8.6	6.7		
5.7 6.4											
1421 13767	5	3296		868	1610	4863	1225	10	475		
Strongly disagree		1.2		1.5	2.3	3.9	2.9	.4	1.5		
2.1 2.0											
68504	Column	274518		58941	69305	124169	42257	2248	32160		
672103	Total	40.8		8.8	10.3	18.5	6.3	.3	4.8		
10.2	100.0										
Number of Missing Observations: 95427											

Number of Missing Observations: 95427

Q42 This unit has a stable workforce by WORKLOC Location

Other	Count		Office	Shop	Maintena	Outdoors	Flight	li	Ship	Clinic/H
	Col	Pct								
Row					nce	/Field	ne			ospital
8 Total			1	2	3	4	5	6	7	
Q42										
4967 58951	Strongly agree	8.9	1	26792	6566	6385	7366	4004	395	2477
7.4			9.8	11.1	9.3	6.0	9.5	17.6	8.0	
16912 228924	Agree	34.4	2	101020	18326	24512	42146	14957	560	10491
25.0			37.1	31.0	35.8	34.6	35.6	24.9	33.8	

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

35745	290286	3	113187	27892	29110	53801	16655	1059	12838	
No opinion			41.5	47.2	42.5	44.1	39.6	47.1	41.3	
52.9	43.7									
7407	62104	4	23926	4399	5789	12808	3892	234	3649	
Disagree			8.8	7.4	8.5	10.5	9.3	10.4	11.7	
11.0	9.3									
2481	24580	5	7598	1923	2654	5785	2524		1614	
Strongly disagree			2.8	3.3	3.9	4.7	6.0		5.2	
3.7	3.7									
Column	272524	59106	68450	121906	42032	2248	31069			
67512	664845	Total	41.0	8.9	10.3	18.3	6.3	.3	4.7	
10.2	100.0									
Number of Missing Observations: 102685										

Q43 Personnel afraid to report problems by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Col Pct							
Other							
Row	1	2	3	4	5	6	7
8 Total							
Q43							
1	7158	3212	1348	3831	410	70	651
3663	20345						
Strongly agree							
5.3	3.0						
2	14285	2526	3829	12113	1769	18	1183
4958	40683						
Agree							
7.2	6.1						
3	93436	20231	23739	44094	9764	958	11254
30506	233981						
No opinion							
44.4	34.8						
4	118483	23919	30168	50110	21985	788	14894
21451	281799						
Disagree							
31.2	41.9						
5	41305	9139	9752	13827	8208	414	4345
8131	95120						
Strongly disagree							
11.8	14.2						
Column	274668	59028	68837	123976	42136	2248	32327
68709	671928						
Total	40.9	8.8	10.2	18.5	6.3	.3	4.8
10.2	100.0						
Number of Missing Observations: 95602							

Q44 Supervisors always investigate accidents by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Col Pct							
Other							
Row	1	2	3	4	5	6	7
8 Total							
Q44							
1	30168	8675	9558	10371	7117	391	2800
6851	75930						
Strongly agree							
10.0	11.3						
2	106378	22520	26754	52262	18306	662	12269
22197	261348						
Agree							
32.5	39.0						
3	126049	25260	28487	52445	14009	743	15184
35458	297636						
No opinion							
51.9	44.4						
Column	274668	59028	68837	123976	42136	2248	32327
68709	671928						
Total	40.9	8.8	10.2	18.5	6.3	.3	4.8
10.2	100.0						

3370	27645	4	9243	2615	3468	5783	1939	47	1180	
Disagree			3.4	4.4	5.0	4.7	4.6	2.5	3.7	
4.9	4.1									
492	7377	5	2095	427	572	2751	589	10	442	
Strongly disagree			.8	.7	.8	2.2	1.4	.5	1.4	
.7	1.1									
Column	273932	59498	68838	123612	41960	1852	31875			
68368	669936									
Total	40.9	8.9	10.3	18.5	6.3	.3	4.8			
10.2	100.0									
Number of Missing Observations: 97594										

Q45 Environmental cond. kept at good levels by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Col Pct							
Other							
Row	1	2	3	4	5	6	7
8 Total							
Q45							
1	31572	9795	10754	11149	5477	362	3167
7344	79620						
Strongly agree							
10.7	11.8						
2	132572	25379	29892	58599	21663	622	15219
25728	309673						
Agree							
37.4	45.9						
3	90564	20114	23643	42975	11459	1033	11199
30126	231113						
No opinion							
43.8	34.3						
4	16214	3581	3796	8772	2591	190	2057
4282	41483						
Disagree							
6.2	6.2						
5	3951	1209	994	2784	1215		738
1277	12168						
Strongly disagree							
1.9	1.8						
Column	274874	60078	69079	124280	42405	2207	32379
68757	674058						
Total	40.8	8.9	10.2	18.4	6.3	.3	4.8
10.2	100.0						
Number of Missing Observations: 93472							

Q46 Personnel dont use necessary PPE by WORKLOC Location

Count	Office	Shop	Maintena	Outdoors	Flight	li Ship	Clinic/H
Col Pct							
Other							
Row	1	2	3	4	5	6	7
8 Total							
Q46							
1	8049	2421	2278	2816	790	70	576
2904	19903						
Strongly agree							
4.2	2.9						
2	28303	7988	8738	19427	4124	266	3275
8724	80845						
Agree							
12.7	12.0						
3	117804	21716	24248	49988	11374	907	11729
33636	271403						
No opinion							
48.9	40.2						
4	95671	19773	26868	40917	20362	639	12634
17783	234647						
Disagree							
25.9	34.7						
Column	274874	60078	69079	124280	42405	2207	32379
68757	674058						
Total	40.8	8.9	10.2	18.4	6.3	.3	4.8
10.2	100.0						

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

5690	68609	5	26429	7945	7041	11305	5878	366	3954
Strongly disagree		9.6	13.3	10.2	9.1	13.8	16.3	12.3	
8.3	10.2								
<hr/>									
68738	675408	Column	276257	59843	69174	124453	42528	2248	32167
10.2	100.0	Total	40.9	8.9	10.2	18.4	6.3	.3	4.8

Number of Missing Observations: 92122

Q47 Job stress is significant problem for me by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q47								
3776 22085	Strongly agree	1	8570	2436	2056	3776	570	901
5.5 3.3		3.1	4.1	3.0	3.0	1.3		2.8
4912 53769	Agree	2	21172	3373	4660	14420	2528	43
7.2 8.0		7.7	5.6	6.7	11.6	6.0	1.9	8.3
35020 281094	No opinion	3	114154	25587	28704	48856	13927	1252
51.1 41.6		41.4	42.8	41.2	39.2	33.0	55.7	42.3
15728 230676	Disagree	4	101008	18586	25797	39469	18666	526
22.9 34.2		36.6	31.1	37.0	31.7	44.2	23.4	33.9
9112 87464	Strongly disagree	5	31103	9748	8432	17987	6551	427
13.3 13.0		11.3	16.3	12.1	14.4	15.5	19.0	12.8
68548	Column	276007	59730	69649	124509	42242	2248	32155
10.2	Total	40.9	8.8	10.3	18.4	6.3	.3	4.8

Number of Missing Observations: 92443

Q48 Leadership insists supervisor think safe by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q48								
10040 114577	Strongly agree	1	44530	13748	13873	17889	9506	510
14.6 17.0		16.1	22.9	20.0	14.4	22.4	22.8	13.9
24765 305132	Agree	2	126857	24318	30422	60963	21569	772
36.0 45.2		45.9	40.6	43.9	49.0	50.7	34.5	47.9
29990 232410	No opinion	3	97085	20262	23054	40178	10052	935
43.6 34.4		35.2	33.8	33.3	32.3	23.6	41.8	33.6
3466 17879	Disagree	4	5940	1119	1330	3832	1036	12
5.0 2.6		2.2	1.9	1.9	3.1	2.4	.5	3.5
589 5705	Strongly disagree	5	1755	506	598	1584	344	10
.9 .8		.6	.8	.9	1.3	.8	.4	1.0

68849	Column	276168	59953	69278	124446	42507	2238	32262
10.2	Total	40.9	8.9	10.3	18.4	6.3	.3	4.8
100.0								

Number of Missing Observations: 91828

Q49 Leadership sets goals-hold all accountable by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q49								
7045 71714	Strongly agree	1	28757	9740	7936	8513	5846	415
10.3 10.6		10.4	16.2	11.4	6.9	13.8	18.5	10.8
15010 205668	Agree	2	87249	15707	23025	39180	14081	403
21.9 30.5		31.6	26.1	33.2	31.5	33.2	17.9	34.4
40796 338893	No opinion	3	137384	30173	32402	62878	18750	1129
59.6 50.2		49.8	50.2	46.7	50.6	44.2	50.2	48.0
4051 44800	Disagree	4	18402	3417	4868	9968	2430	228
5.9 6.6		6.7	5.7	7.0	8.0	5.7	10.1	4.5
1513 13747	Strongly disagree	5	4238	1063	1146	3699	1292	72
2.2 2.0		1.5	1.8	1.7	3.0	3.0	3.2	2.3
68414	Column	276030	60100	69377	124238	42400	2248	32014
10.1	Total	40.9	8.9	10.3	18.4	6.3	.3	4.7
100.0								

Number of Missing Observations: 92708

Q50 Personnel rarely dev. safety requirement by WORKLOC Location

Other	Count Col Pct	Office	Shop	Maintena nce	Outdoors /Field	Flightli ne	Ship	Clinic/H ospital
Row		1	2	3	4	5	6	7
8 Total								
Q50								
4341 25950	Strongly agree	1	10339	1997	3075	4013	1173	10
6.3 3.9		3.7	3.4	4.5	3.2	2.8	.4	3.1
6699 84211	Agree	2	32011	7788	8339	20978	4419	420
9.8 12.5		11.6	13.2	12.1	16.9	10.4	18.7	11.0
38374 326428	No opinion	3	137224	28662	30032	58066	17654	973
55.9 48.5		49.8	48.6	43.5	46.7	41.7	43.3	47.9
16297 192587	Disagree	4	76989	16085	22224	35513	14920	506
23.7 28.6		27.9	27.3	32.2	28.6	35.3	22.5	31.2
2975 44405	Strongly disagree	5	19193	4437	5356	5760	4138	339
4.3 6.6		7.0	7.5	7.8	4.6	9.8	15.1	6.8
68686	Column	275756	58970	69025	124330	42304	2248	32260
10.2	Total	40.9	8.8	10.2	18.5	6.3	.3	4.8
100.0								

Number of Missing Observations: 93950

Appendix H – Response Distributions by Reserve Component

Q1 Personnel identify hazards by XSRRC Recode- Member Component

Forc	Count Col Pct	Army	Nat	Army Res	Navy Res	Marine C	Air	Nati	Air
Reserv	Row	1	2	3	4	5			
6 Total									
Q1									
25758 265877	1	114125	55321	21904	9211	39559			
Strongly agree		39.0	34.3	39.1	28.3	41.0			
38.6 37.7									
30358 304155	2	121762	70805	24143	14177	42909			
Agree		41.6	43.9	43.1	43.5	44.5			
45.5 43.1									
8575 110241	3	46954	27559	8080	7655	11418			
No opinion		16.0	17.1	14.4	23.5	11.8			
12.9 15.6									
1702 21645	4	8893	6316	1654	1128	1951			
Disagree		3.0	3.9	3.0	3.5	2.0			
2.6 3.1									
279 3964	5	1249	1195	255	397	590			
Strongly disagree		.4	.7	.5	1.2	.6			
.4 .6									
Column		292983	161196	56037	32568	96426			
66672 705882	Total	41.5	22.8	7.9	4.6	13.7			
9.4 100.0									
Number of Missing Observations: 61648									

Q2 Frequent contact between personnel and 1 by XSRRC Recode- Member Component

Forc	Count Col Pct	Army	Nat	Army Res	Navy Res	Marine C	Air	Nati	Air
Reserv	Row	1	2	3	4	5			
6 Total									
Q2									
16504 181746	1	78750	36250	16199	7140	26902			
Strongly agree		27.0	22.5	29.0	21.9	28.0			
24.8 25.8									
31556 317978	2	129181	72710	26358	13947	44226			
Agree		44.2	45.2	47.3	42.8	46.1			
47.4 45.2									
12051 125297	3	48074	32995	8814	8222	15140			
No opinion		16.5	20.5	15.8	25.2	15.8			
18.1 17.8									
4780 60660	4	28575	14253	3331	2607	7113			

Disagree	9.8	8.9	6.0	8.0	7.4
7.2 8.6					
5 7398	4633	1077	668	2584	
1636 17995					
Strongly disagree	2.5	2.9	1.9	2.0	2.7
2.5 2.6					
Column	291978	160842	55780	32583	95965
66528 703676	Total	41.5	22.9	7.9	4.6
9.5 100.0					
Number of Missing Observations: 63854					

Q3 Safety takes a back seat to production by XSRRC Recode- Member Component

Forc	Count Col Pct	Army	Nat	Army Res	Navy Res	Marine C	Air	Nati	Air
Reserv	Row	1	2	3	4	5			
6 Total									
Q3									
2117 36120	1	19307	7729	1600	1655	3712			
Strongly agree		6.6	4.8	2.9	5.1	3.9			
3.2 5.2									
4917 70191	2	33068	18465	4212	4181	5347			
Agree		11.4	11.5	7.6	12.9	5.6			
7.4 10.0									
11884 152301	3	66763	36317	10223	10021	17093			
No opinion		22.9	22.7	18.4	30.9	17.8			
17.9 21.7									
27869 282649	4	112582	65143	24216	11432	41406			
Disagree		38.7	40.7	43.6	35.2	43.1			
42.1 40.3									
19464 159839	5	59228	32299	15231	5188	28430			
Strongly disagree		20.4	20.2	27.5	16.0	29.6			
29.4 22.8									
Column	290949	159953	55482	32478	95988				
66251 701100	Total	41.5	22.8	7.9	4.6	13.7			
9.4 100.0									
Number of Missing Observations: 66430									

Q4 Personnel revise safety & health practic by XSRRC Recode- Member Component

Forc	Count Col Pct	Army	Nat	Army Res	Navy Res	Marine C	Air	Nati	Air
Reserv	Row	1	2	3	4	5			
6 Total									

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Q4									
9198	97904	1	42911	20645	7487	3567	14096		
Strongly agree			15.0	13.0	13.5	11.0	14.9		
14.0	14.1								
25799	269519	2	106677	62324	22464	11715	40541		
Agree			37.2	39.2	40.5	36.2	42.8		
39.2	38.8								
22686	239209	3	100043	54088	18898	12632	30861		
No opinion			34.9	34.0	34.1	39.0	32.6		
34.5	34.5								
6487	69966	4	29755	17158	5590	3250	7725		
Disagree			10.4	10.8	10.1	10.0	8.2		
9.9	10.1								
1568	17426	5	7421	4704	965	1225	1543		
Strongly disagree			2.6	3.0	1.7	3.8	1.6		
2.4	2.5								
Column	286808		158919	55406	32388	94766			
65737	694024		41.3	22.9	8.0	4.7	13.7		
Total									
9.5	100.0								
Number of Missing Observations: 73506									

Q5 Supervisor maintain high safety standard by XSRRC Recode-
Member Component

Forc	Count								
Reserv	Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air		
Row		lional	Gu	erve	erve	orps	Res	onal	Gua e
6	Total	1	2	3	4	5			
Q5									
18572	174226	1	72309	34489	13904	6877	28075		
Strongly agree			24.8	21.6	24.9	21.2	29.3		
28.1	24.9								
30590	320741	2	131558	74680	25152	14163	44597		
Agree			45.2	46.8	45.1	43.8	46.5		
46.2	45.8								
13567	167227	3	69958	40598	14409	9474	19221		
No opinion			24.0	25.4	25.8	29.3	20.1		
20.5	23.9								
2100	25643	4	11431	6419	1701	1500	2492		
Disagree			3.9	4.0	3.0	4.6	2.6		
3.2	3.7								
1318	13022	5	5822	3492	597	349	1443		
Strongly disagree			2.0	2.2	1.1	1.1	1.5		
2.0	1.9								
Column	291078		159679	55763	32364	95828			
66148	700859		41.5	22.8	8.0	4.6	13.7		
Total									
9.4	100.0								
Number of Missing Observations: 66671									

Q6 Inspections made at regular intervals by XSRRC Recode-
Member Component

Forc	Count								
Reserv	Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air		
Row		lional	Gu	erve	erve	orps	Res	onal	Gua e
6	Total	1	2	3	4	5			
Q6									
12166	106132	1	43495	18597	7752	4203	19918		
Strongly agree			15.0	11.6	14.0	13.0	20.9		
18.4	15.2								
27081	247852	2	99132	50679	19181	10687	41093		
Agree			34.2	31.6	34.6	32.9	43.0		
40.9	35.4								
23467	272667	3	113257	70072	23954	13849	28068		
No opinion			39.1	43.7	43.2	42.7	29.4		
35.5	39.0								
2672	55800	4	25871	15961	3336	3067	4893		
Disagree			8.9	10.0	6.0	9.5	5.1		
4.0	8.0								
779	17147	5	8049	4909	1269	644	1497		
Strongly disagree			2.8	3.1	2.3	2.0	1.6		
1.2	2.5								
Column	289803		160218	55491	32451	95469			
66166	699598		41.4	22.9	7.9	4.6	13.6		
Total									
9.5	100.0								
Number of Missing Observations: 67932									

Q7 Leadership safety views seldom communic by XSRRC Recode-
Member Component

Forc	Count								
Reserv	Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air		
Row		lional	Gu	erve	erve	orps	Res	onal	Gua e
6	Total	1	2	3	4	5			
Q7									
4455	55928	1	27276	12136	3233	2344	6483		
Strongly agree			9.4	7.6	5.8	7.2	6.8		
6.7	8.0								
8530	119239	2	55804	27311	9145	5774	12675		
Agree			19.2	17.2	16.5	17.8	13.2		
12.9	17.1								
14836	190718	3	83000	45658	14828	11003	21393		
No opinion			28.6	28.7	26.7	33.8	22.3		
22.4	27.3								
24183	236529	4	90371	55403	20125	9654	36793		

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Disagree	31.1	34.9	36.3	29.7	38.4
36.5 33.8					
5	33818	18346	8110	3746	18427
14208 96654					
Strongly disagree	11.7	11.5	14.6	11.5	19.2
21.5 13.8					
Column	290270	158854	55441	32520	95771
66212 699068					
Total	41.5	22.7	7.9	4.7	13.7
9.5	100.0				

Number of Missing Observations: 68462

Q8 Safety meetings held less often than nec by XSRRC Recode-
Member Component

Count									
Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air			
Forc	ional	Gu	erve	erve	orps	Res	onal	Gua	e
Reserv	Row								
6 Total	1	2	3	4	5				
Q8									
1	20808	10093	2886	1361	4291				
2093 41532									
Strongly agree	7.2	6.3	5.2	4.3	4.5				
3.2 6.0									
2	63721	32816	10609	4289	14803				
8303 134541									
Agree	22.2	20.6	19.1	13.4	15.5				
12.6 19.3									
3	109817	67718	23237	15731	35187				
24885 276575									
No opinion	38.3	42.5	41.9	49.2	36.8				
37.7 39.8									
4	77589	40721	15183	8469	32371				
23660 197992									
Disagree	27.0	25.6	27.4	26.5	33.8				
35.8 28.5									
5	15099	7894	3524	2104	9006				
7104 44731									
Strongly disagree	5.3	5.0	6.4	6.6	9.4				
10.8 6.4									
Column	287033	159242	55440	31954	95658				
66044 695372									
Total	41.3	22.9	8.0	4.6	13.8				
9.5	100.0								

Number of Missing Observations: 72158

Q9 Good teamwork exists within unit by XSRRC Recode- Member
Component

Count									
Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air			
Forc	ional	Gu	erve	erve	orps	Res	onal	Gua	e
Reserv	Row								
6 Total	1	2	3	4	5				
Q9									
1	68383	31360	14480	7736	25293				
14178 161431									
Strongly agree	23.9	19.7	26.2	24.4	26.7				
21.6 23.3									
Column	287033	159242	55440	31954	95658				
66044 695372									
Total	41.3	22.9	8.0	4.6	13.8				
9.5	100.0								

2	137024	74810	27770	14179	48226				
34372 336381									
Agree	48.0	47.0	50.3	44.7	50.8				
52.4 48.6									
3	55165	33698	8962	7537	14147				
11807 131316									
No opinion	19.3	21.2	16.2	23.8	14.9				
18.0 19.0									
4	17393	13898	3124	1505	4917				
3532 44368									
Disagree	6.1	8.7	5.7	4.7	5.2				
5.4 6.4									
5	7797	5441	838	764	2308				
1719 18866									
Strongly disagree	2.7	3.4	1.5	2.4	2.4				
2.6 2.7									
Column	285761	159208	55173	31721	94891				
65608 692362									
Total	41.3	23.0	8.0	4.6	13.7				
9.5	100.0								

Number of Missing Observations: 75168

Q10 Leadership shows that it cares about saf by XSRRC Recode-
Member Component

Count									
Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air			
Forc	ional	Gu	erve	erve	orps	Res	onal	Gua	e
Reserv	Row								
6 Total	1	2	3	4	5				
Q10									
1	70084	31991	14292	6980	26684				
17145 167175									
Strongly agree	24.5	20.2	26.0	21.9	28.1				
26.1 24.2									
2	132983	76950	26984	14297	47487				
32235 330936									
Agree	46.4	48.6	49.1	44.8	50.1				
49.0 47.8									
3	60682	37600	10987	8868	16021				
13040 147197									
No opinion	21.2	23.8	20.0	27.8	16.9				
19.8 21.3									
4	14020	7950	1938	1084	3602				
2014 30608									
Disagree	4.9	5.0	3.5	3.4	3.8				
3.1 4.4									
5	8660	3737	720	685	1013				
1361 16177									
Strongly disagree	3.0	2.4	1.3	2.1	1.1				
2.1 2.3									
Column	286429	158228	54921	31913	94807				
65794 692093									
Total	41.4	22.9	7.9	4.6	13.7				
9.5	100.0								

Number of Missing Observations: 75437

Q11 My actions can protect other personnel by XSRRC Recode-
Member Component

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

		Count							
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air	
Forc	Reserv	Row	ional	Gu	erve	erve	orps	Res	onal
			1	2	3	4	5		
6	Total								
Q11									
24153	235649	1	99371	48672	19612	9528	34312		
Strongly agree			34.7	30.5	35.4	29.8	35.9		
36.5	33.9								
34791	359018	2	145394	83423	28365	15217	51827		
Agree			50.8	52.3	51.2	47.7	54.3		
52.6	51.7								
6521	90077	3	37304	24602	6756	6745	8148		
No opinion			13.0	15.4	12.2	21.1	8.5		
9.9	13.0								
498	6091	4	2329	1714	351	286	912		
Disagree			.8	1.1	.6	.9	1.0		
.8	.9								
159	3711	5	1705	1103	278	144	321		
Strongly disagree			.6	.7	.5	.5	.3		
.2	.5								
Column			286104	159515	55363	31921	95520		
66124	694545	Total	41.2	23.0	8.0	4.6	13.8		
9.5	100.0								
Number of Missing Observations: 72985									

Q12 My supervisors behavior is unsafe by XSRRC Recode- Member Component

		Count							
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air	
Forc	Reserv	Row	ional	Gu	erve	erve	orps	Res	onal
			1	2	3	4	5		
6	Total								
Q12									
981	22453	1	13081	4826	1079	595	1891		
Strongly agree			4.6	3.0	1.9	1.9	2.0		
1.5	3.2								
2605	43650	2	23253	9332	2011	2569	3880		
Agree			8.1	5.9	3.6	8.0	4.1		
3.9	6.3								
11685	156071	3	67055	40637	11692	9504	15498		
No opinion			23.4	25.6	21.1	29.8	16.3		
17.7	22.5								
27727	295871	4	122197	69247	23442	12565	40694		
Disagree			42.7	43.6	42.3	39.4	42.7		
41.9	42.6								
23117	176018	5	60830	34859	17144	6682	33385		

Strongly disagree	21.2	21.9	31.0	20.9	35.0
35.0	25.4				
Column	286416	158901	55368	31916	95348
66114	694062	Total	41.3	22.9	8.0
9.5	100.0		4.6	13.7	
Number of Missing Observations: 73468					

Q13 Des. personnel trained in emergency prac by XSRRC Recode- Member Component

		Count							
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air	
Forc	Reserv	Row	ional	Gu	erve	erve	orps	Res	onal
			1	2	3	4	5		
6	Total								
Q13									
12061	108240	1	47080	16222	8554	4102	20221		
Strongly agree			16.5	10.2	15.5	12.9	21.3		
18.3	15.6								
29360	272427	2	106585	58879	21822	11737	44044		
Agree			37.3	37.0	39.5	36.9	46.4		
44.6	39.4								
20085	242198	3	100425	63538	20001	12946	25202		
No opinion			35.2	39.9	36.2	40.7	26.5		
30.5	35.0								
3225	54107	4	24452	15967	3666	2424	4373		
Disagree			8.6	10.0	6.6	7.6	4.6		
4.9	7.8								
1059	15315	5	6878	4520	1170	591	1097		
Strongly disagree			2.4	2.8	2.1	1.9	1.2		
1.6	2.2								
Column			285421	159126	55213	31799	94938		
65791	692288	Total	41.2	23.0	8.0	4.6	13.7		
9.5	100.0								
Number of Missing Observations: 75242									

Q14 Leadership published a written safety po by XSRRC Recode- Member Component

		Count							
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air	
Forc	Reserv	Row	ional	Gu	erve	erve	orps	Res	onal
			1	2	3	4	5		
6	Total								
Q14									
13467	115536	1	46448	21071	8621	4357	21573		
Strongly agree			16.5	13.4	15.6	13.7	22.8		
20.6	16.8								
28639	265874	2	105847	61672	19394	9127	41196		
Agree			37.5	39.1	35.2	28.7	43.5		
43.7	38.7								

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

19874	240556	3	99302	58438	20633	15327	26982	
No opinion			35.2	37.1	37.4	48.2	28.5	
30.3	35.0							
2491	47498	4	21690	12376	4805	2184	3952	
Disagree			7.7	7.9	8.7	6.9	4.2	
3.8	6.9							
1046	17125	5	8662	4024	1661	832	900	
Strongly disagree			3.1	2.6	3.0	2.6	1.0	
1.6	2.5							
65516	686589	Column	281949	157580	55114	31826	94603	
9.5	100.0	Total	41.1	23.0	8.0	4.6	13.8	
Number of Missing Observations: 80941								

Q15 Near miss accidents are investigated by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row			ional	Gu	erve	erve	orps	Res	onal	Gua	e		
6	Total			1	2	3	4	5						
Q15														
11513	94325	1	36283	15985	8440	3512	18592							
Strongly agree			12.8	10.1	15.4	11.1	19.6							
17.5	13.7													
26442	233945	2	89177	49558	18915	10354	39500							
Agree			31.4	31.4	34.6	32.7	41.7							
40.2	34.0													
24135	297131	3	124869	76862	24971	14573	31721							
No opinion			44.0	48.7	45.7	46.1	33.5							
36.7	43.2													
2952	50722	4	27281	12219	1891	2256	4123							
Disagree			9.6	7.7	3.5	7.1	4.4							
4.5	7.4													
730	12318	5	6363	3097	467	942	719							
Strongly disagree			2.2	2.0	.9	3.0	.8							
1.1	1.8													
65771	688440	Column	283973	157722	54684	31636	94654							
9.6	100.0	Total	41.2	22.9	7.9	4.6	13.7							
Number of Missing Observations: 79090														

Q16 Personnel morale is poor by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row			ional	Gu	erve	erve	orps	Res	onal	Gua	e		

6	Total		1	2	3	4	5	
Q16								
5666	57072	1	25843	12664	2534	2733	7631	
Strongly agree			9.2	8.1	4.7	8.6	8.1	
8.7	8.4							
9306	104831	2	45528	24716	7185	3688	14407	
Agree			16.1	15.8	13.2	11.7	15.3	
14.3	15.3							
17476	187358	3	73482	48906	13541	11133	22821	
No opinion			26.0	31.3	24.9	35.2	24.3	
26.9	27.4							
23639	244095	4	102442	53154	21396	10406	33058	
Disagree			36.3	34.1	39.4	32.9	35.2	
36.3	35.7							
8948	89959	5	34909	16652	9686	3650	16115	
Strongly disagree			12.4	10.7	17.8	11.5	17.1	
13.8	13.2							
65035	683316	Column	282204	156093	54341	31610	94032	
9.5	100.0	Total	41.3	22.8	8.0	4.6	13.8	
Number of Missing Observations: 84214								

Q17 Leadership does only what the law requires by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row			ional	Gu	erve	erve	orps	Res	onal	Gua	e		
6	Total			1	2	3	4	5						
Q17														
2203	33612	1	17241	7674	1818	1090	3586							
Strongly agree			6.1	4.9	3.3	3.4	3.8							
3.4	4.9													
8242	102622	2	46566	24108	7350	4314	12041							
Agree			16.4	15.4	13.5	13.6	12.8							
12.6	14.9													
22324	250220	3	102965	62151	20094	13875	28811							
No opinion			36.3	39.6	36.9	43.9	30.6							
34.1	36.5													
23691	230469	4	91904	50066	19318	9809	35680							
Disagree			32.4	31.9	35.5	31.0	37.9							
36.2	33.6													
9028	69538	5	25136	12833	5883	2528	14131							
Strongly disagree			8.9	8.2	10.8	8.0	15.0							
13.8	10.1													
65489	686462	Column	283812	156832	54464	31616	94249							
9.5	100.0	Total	41.3	22.8	7.9	4.6	13.7							

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Number of Missing Observations: 81068

Q18 Understand safety & health regulations by XSRRC Recode-
Member Component

		Count						
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Forc			ional	Gu	erve	erve	orps Res	onal Gua e
Reserv	Row		1	2	3	4	5	
6	Total							
Q18								
20240	170581	1	70134	31780	13099	6803	28524	
30.8	24.8		24.7	20.2	23.9	21.5	30.1	
Strongly agree								
36345	376214	2	153635	85802	30316	15351	54765	
55.3	54.7		54.0	54.6	55.4	48.4	57.8	
Agree								
8452	125173	3	52473	34863	10143	8766	10476	
12.9	18.2		18.4	22.2	18.5	27.7	11.1	
No opinion								
517	11709	4	5918	3274	912	524	564	
.8	1.7		2.1	2.1	1.7	1.7	.6	
Disagree								
132	4645	5	2340	1300	233	257	383	
.2	.7		.8	.8	.4	.8	.4	
Strongly disagree								
65686	688321	Column	284499	157020	54702	31701	94713	
9.5	100.0	Total	41.3	22.8	7.9	4.6	13.8	

Number of Missing Observations: 79209

Q19 Supervisors enforce safe job procedures by XSRRC Recode-
Member Component

		Count						
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Forc			ional	Gu	erve	erve	orps Res	onal Gua e
Reserv	Row		1	2	3	4	5	
6	Total							
Q19								
18059	147741	1	57964	27286	11434	6175	26822	
27.6	21.4		20.3	17.3	20.9	19.5	28.3	
Strongly agree								
32557	347901	2	143953	79807	27642	14728	49215	
49.8	50.5		50.5	50.7	50.5	46.5	52.0	
Agree								
13357	168979	3	71041	43321	13943	10175	17141	
20.4	24.5		24.9	27.5	25.5	32.1	18.1	
No opinion								

812	18340	4	9990	4696	1281	489	1072	
Disagree			3.5	3.0	2.3	1.5	1.1	
1.2	2.7							
598	5966	5	1996	2319	443	127	483	
Strongly disagree			.7	1.5	.8	.4	.5	
.9	.9							
65383	688928	Column	284944	157430	54744	31693	94733	
9.5	100.0	Total	41.4	22.9	7.9	4.6	13.8	

Number of Missing Observations: 78602

Q20 Precautions used for hazardous mat. by XSRRC Recode-
Member Component

		Count						
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Forc			ional	Gu	erve	erve	orps Res	onal Gua e
Reserv	Row		1	2	3	4	5	
6	Total							
Q20								
18014	148522	1	62319	25446	10582	6209	25951	
27.6	21.6		22.0	16.2	19.3	19.6	27.4	
Strongly agree								
29735	309765	2	123656	69951	25089	13272	48062	
45.5	45.0		43.6	44.4	45.8	42.0	50.7	
Agree								
16721	212673	3	90251	56624	17917	11586	19574	
25.6	30.9		31.8	36.0	32.7	36.6	20.6	
No opinion								
468	11943	4	6060	3244	960	510	701	
.7	1.7		2.1	2.1	1.8	1.6	.7	
Disagree								
442	4706	5	1305	2138	253	60	506	
.7	.7		.5	1.4	.5	.2	.5	
Strongly disagree								
65380	687608	Column	283592	157404	54802	31637	94794	
9.5	100.0	Total	41.2	22.9	8.0	4.6	13.8	

Number of Missing Observations: 79922

Q21 Adequate personnel to manage safety prog by XSRRC Recode-
Member Component

		Count						
		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Forc			ional	Gu	erve	erve	orps Res	onal Gua e
Reserv	Row		1	2	3	4	5	
6	Total							
Q21								
14586	117126	1	46380	20526	9741	5046	20848	

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Strongly agree	16.4	13.1	17.9	16.0	22.0	
22.4 17.1						
-----+						
30862 287233	2	109943	63990	23488	12128	46822
Agree						
47.4 41.9		39.0	40.7	43.2	38.5	49.5
-----+						
16613 235496	3	105333	59549	18453	13044	22503
No opinion						
25.5 34.4		37.3	37.9	33.9	41.4	23.8
-----+						
2168 34949	4	15984	9862	2214	1154	3566
Disagree						
3.3 5.1		5.7	6.3	4.1	3.7	3.8
-----+						
882 10226	5	4378	3334	525	166	941
Strongly disagree						
1.4 1.5		1.6	2.1	1.0	.5	1.0
-----+						
65111 685030	Column	282019	157261	54420	31538	94680
Total		41.2	23.0	7.9	4.6	13.8
9.5 100.0						

Number of Missing Observations: 82500						

Q22 Award program does not promote safety by XSRRRC Recode- Member Component

Count						
Col Pct						
Forc						
Reserv	Row					
6 Total						
Q22						
-----+						
2797 41815	1	22284	7929	2447	1562	4796
Strongly agree						
4.3 6.1		7.9	5.0	4.5	5.0	5.1
-----+						
8754 113014	2	53871	25163	6608	4342	14276
Agree						
13.4 16.5		19.1	16.0	12.1	13.8	15.1
-----+						
30402 331166	3	135319	79857	26163	17984	41441
No opinion						
46.5 48.3		47.9	50.8	48.0	57.1	44.0
-----+						
18309 160225	4	57440	37115	14774	6090	26496
Disagree						
28.0 23.4		20.3	23.6	27.1	19.3	28.1
-----+						
5182 39543	5	13816	7259	4512	1544	7231
Strongly disagree						
7.9 5.8		4.9	4.6	8.3	4.9	7.7
-----+						
65444 685763	Column	282730	157323	54504	31522	94240
Total		41.2	22.9	7.9	4.6	13.7
9.5 100.0						

Number of Missing Observations: 81767						

Q23 Performance standards higher than safety by XSRRRC Recode- Member Component

Count						
Col Pct						
Forc						
Reserv	Row					
6 Total						
Q23						
-----+						
2472 34330	1	17273	7526	2451	1291	3317
Strongly agree						
3.8 5.0		6.1	4.8	4.5	4.1	3.5
-----+						
9637 122584	2	57757	28280	8343	5199	13369
Agree						
14.8 17.9		20.4	18.0	15.3	16.6	14.1
-----+						
29972 344768	3	142092	81633	26993	18483	45594
No opinion						
46.1 50.3		50.2	51.8	49.7	59.1	48.2
-----+						
18298 151407	4	55165	33737	13749	5094	25364
Disagree						
28.1 22.1		19.5	21.4	25.3	16.3	26.8
-----+						
4670 32614	5	10740	6272	2830	1220	6882
Strongly disagree						
7.2 4.8		3.8	4.0	5.2	3.9	7.3
-----+						
65050 685703	Column	283026	157448	54366	31287	94527
Total		41.3	23.0	7.9	4.6	13.8
9.5 100.0						

Number of Missing Observations: 81827						

Q24 Super. understand job safety problems by XSRRRC Recode- Member Component

Count						
Col Pct						
Forc						
Reserv	Row					
6 Total						
Q24						
-----+						
13969 103369	1	42151	15057	7969	3593	20629
Strongly agree						
21.5 15.1		14.9	9.6	14.7	11.4	21.8
-----+						
31231 318572	2	129014	72332	23415	13456	49124
Agree						
48.0 46.5		45.7	45.9	43.1	42.7	52.0
-----+						
17887 236477	3	99943	62250	21090	13366	21940
No opinion						
27.5 34.5		35.4	39.5	38.8	42.4	23.2
-----+						
1201 19713	4	8257	5853	1663	619	2119
Disagree						
1.8 2.9		2.9	3.7	3.1	2.0	2.2
-----+						

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

815	7531	5	3204	2167	215	461	669	
Strongly disagree		1.1	1.4	.4	1.5	.7		
1.3	1.1							

65104	685662	Column	282569	157660	54351	31496	94482	
9.5	100.0	Total	41.2	23.0	7.9	4.6	13.8	

Number of Missing Observations: 81868

Q25 Personnel follow lock./tagout procedures by XSRRC Recode-
Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row	ional	Gu	erve	erve	orps	Res	onal	Gua e
6	Total		1	2	3	4	5		
Q25									
10189	71831	1	26772	8903	7335	2311	16321		
Strongly agree			9.5	5.7	13.5	7.4	17.4		
15.8	10.5								
20077	182407	2	66084	36702	16454	6976	36114		
Agree			23.4	23.4	30.4	22.5	38.5		
31.0	26.7								
32183	382654	3	167429	97179	28292	19721	37850		
No opinion			59.4	62.1	52.2	63.5	40.3		
49.8	56.1								
1528	32383	4	15414	9759	1532	1255	2895		
Disagree			5.5	6.2	2.8	4.0	3.1		
2.4	4.7								
687	12813	5	6122	4021	539	788	655		
Strongly disagree			2.2	2.6	1.0	2.5	.7		
1.1	1.9								
64663	682087	Column	281822	156565	54151	31051	93835		
9.5	100.0	Total	41.3	23.0	7.9	4.6	13.8		

Number of Missing Observations: 85443

Q26 Safety training is part of orientation by XSRRC Recode-
Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row	ional	Gu	erve	erve	orps	Res	onal	Gua e
6	Total		1	2	3	4	5		
Q26									
17718	113554	1	39769	17888	8788	3589	25803		
Strongly agree			14.2	11.4	16.2	11.6	27.3		
27.3	16.7								
30041	252535	2	92856	52220	21523	10215	45681		

Agree		33.1	33.3	39.8	32.9	48.4	
46.3	37.0						
15050	245138	3	114207	63038	19148	14061	19634
No opinion			40.7	40.2	35.4	45.3	20.8
23.2	35.9						
1381	55150	4	26159	18933	3610	2540	2527
Disagree			9.3	12.1	6.7	8.2	2.7
2.1	8.1						
632	15588	5	7948	4568	1040	653	747
Strongly disagree			2.8	2.9	1.9	2.1	.8
1.0	2.3						
64820	681966	Column	280938	156647	54110	31058	94392
9.5	100.0	Total	41.2	23.0	7.9	4.6	13.8

Number of Missing Observations: 85564

Q27 Leadership is sincere about personnel sa by XSRRC Recode-
Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row	ional	Gu	erve	erve	orps	Res	onal	Gua e
6	Total		1	2	3	4	5		
Q27									
18475	144104	1	54407	27983	11450	5411	26379		
Strongly agree			19.3	17.8	21.3	17.3	28.0		
28.4	21.1								
31262	317091	2	126329	71039	27400	13326	47736		
Agree			44.8	45.3	50.9	42.6	50.6		
48.0	46.4								
13110	188361	3	85421	47133	13428	11279	17991		
No opinion			30.3	30.0	24.9	36.0	19.1		
20.1	27.6								
1397	24406	4	11152	8291	1234	830	1502		
Disagree			4.0	5.3	2.3	2.7	1.6		
2.1	3.6								
821	9390	5	4686	2429	357	449	649		
Strongly disagree			1.7	1.5	.7	1.4	.7		
1.3	1.4								
65064	683352	Column	281996	156874	53869	31294	94256		
9.5	100.0	Total	41.3	23.0	7.9	4.6	13.8		

Number of Missing Observations: 84178

Q28 Supervisors seldom act on worker sugg. by XSRRC Recode-
Member Component

Count |

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Forc	Col	Pct	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve		erve		orps	Res	onal	Gua	e
6	Total												
Q28													
1739	25247	1	13773		4904		1312		1123		2396		
Strongly agree			4.9		3.2		2.4		3.6		2.6		
2.7	3.7												
3733	55029	2	25733		14105		3129		2201		6127		
Agree			9.2		9.1		5.8		7.1		6.5		
5.8	8.1												
23148	280668	3	123648		67660		22175		16769		27269		
No opinion			44.3		43.5		41.2		54.4		29.1		
35.9	41.4												
24450	235242	4	88181		54356		20043		8010		40201		
Disagree			31.6		35.0		37.2		26.0		42.9		
37.9	34.7												
11446	80951	5	27586		14358		7153		2745		17664		
Strongly disagree			9.9		9.2		13.3		8.9		18.9		
17.7	12.0												
Column			278921		155384		53812		30848		93658		
64515	677137	Total	41.2		22.9		7.9		4.6		13.8		
9.5	100.0												

Number of Missing Observations: 90393

Q29 Emergency procedures rarely tested by XSRRC Recode- Member Component

Forc	Col	Pct	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve		erve		orps	Res	onal	Gua	e
6	Total												
Q29													
1410	32437	1	17886		7379		1850		1414		2497		
Strongly agree			6.4		4.8		3.4		4.5		2.7		
2.2	4.8												
6134	100042	2	44736		29115		6737		4787		8532		
Agree			16.0		18.8		12.5		15.4		9.1		
9.5	14.8												
23654	301053	3	133443		73877		23473		17573		29032		
No opinion			47.8		47.7		43.5		56.5		31.0		
36.5	44.4												
25490	193752	4	68527		37273		17264		5876		39322		
Disagree			24.5		24.0		32.0		18.9		42.0		
39.3	28.6												
8158	50751	5	14860		7345		4646		1466		14276		
Strongly disagree			5.3		4.7		8.6		4.7		15.2		
12.6	7.5												

64847	678035	Column	279453	154988	53970	31117	93658
9.6	100.0	Total	41.2	22.9	8.0	4.6	13.8

Number of Missing Observations: 89495

Q30 Safety officer improves safety by XSRRC Recode- Member Component

Forc	Col	Pct	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve		erve		orps	Res	onal	Gua	e
6	Total												
Q30													
8475	71430	1	30108		11311		5803		2704		13029		
Strongly agree			10.8		7.3		10.8		8.7		13.9		
13.0	10.5												
25669	232327	2	85286		52769		19031		9449		40123		
Agree			30.6		33.9		35.3		30.4		42.9		
39.5	34.3												
28963	330832	3	140591		80546		26659		17768		36305		
No opinion			50.4		51.8		49.4		57.1		38.8		
44.6	48.8												
1282	34458	4	18605		8136		2077		1003		3355		
Disagree			6.7		5.2		3.8		3.2		3.6		
2.0	5.1												
604	8960	5	4205		2874		385		203		689		
Strongly disagree			1.5		1.8		.7		.7		.7		
.9	1.3												
Column			278794		155636		53955		31127		93502		
64992	678007	Total	41.1		23.0		8.0		4.6		13.8		
9.6	100.0												

Number of Missing Observations: 89523

Q31 Leadership sets fine safety example by XSRRC Recode- Member Component

Forc	Col	Pct	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row		ional	Gu	erve		erve		orps	Res	onal	Gua	e
6	Total												
Q31													
11813	102342	1	41401		18735		8579		3487		18328		
Strongly agree			14.9		12.0		15.9		11.2		19.6		
18.2	15.1												
31522	299569	2	116048		68693		25501		13054		44751		
Agree			41.7		44.2		47.2		42.1		47.8		
48.6	44.2												
18501	232879	3	100308		57292		18045		12937		25796		

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

No opinion	36.1	36.8	33.4	41.7	27.6	
28.5 34.4						
4	15535	7584	1465	854	3845	
2084 31368						
Disagree	5.6	4.9	2.7	2.8	4.1	
3.2 4.6						
5	4946	3215	464	685	813	
999 11123						
Strongly disagree	1.8	2.1	.9	2.2	.9	
1.5 1.6						
Column	278238	155520	54054	31016	93533	
64920 677280						
Total	41.1	23.0	8.0	4.6	13.8	
9.6 100.0						

Number of Missing Observations: 90250

Q32 Supervisors fits safety into performance by XSRRC Recode-
Member Component

Count						
Col Pct	Army	Nat	Army	Res	Navy	Res
Forc	Marine	C	Air	Nati	Air	
Reserv	Row					
6 Total						
Q32						
1	42112	17233	7661	3676	18454	
13073 102210						
Strongly agree	15.2	11.1	14.2	11.8	19.8	
20.2 15.1						
2	113418	68036	22794	12252	46561	
30192 293253						
Agree	40.9	43.8	42.2	39.4	50.0	
46.6 43.4						
3	107457	60236	21068	13630	25359	
19553 247302						
No opinion	38.7	38.8	39.0	43.8	27.2	
30.2 36.6						
4	11518	6645	2052	1151	2313	
1465 25143						
Disagree	4.2	4.3	3.8	3.7	2.5	
2.3 3.7						
5	2857	3088	398	423	505	
561 7831						
Strongly disagree	1.0	2.0	.7	1.4	.5	
.9 1.2						
Column	277361	155237	53973	31132	93192	
64844 675740						
Total	41.0	23.0	8.0	4.6	13.8	
9.6 100.0						

Number of Missing Observations: 91790

Q33 Preventive maintenance operates poorly by XSRRC Recode-
Member Component

Count						
Col Pct	Army	Nat	Army	Res	Navy	Res
Forc	Marine	C	Air	Nati	Air	
Reserv	Row					
6 Total						
1	1	2	3	4	5	

Q33						
1	14137	5241	1720	1139	2524	
1990 26751						
Strongly agree	5.1	3.4	3.2	3.7	2.7	
3.1 4.0						
2	38654	20010	5264	3661	9365	
5840 82794						
Agree	13.9	13.0	9.7	11.8	10.0	
9.0 12.3						
3	120741	72920	26819	14922	31194	
26363 292958						
No opinion	43.4	47.3	49.6	48.1	33.4	
40.8 43.4						
4	81808	46990	15395	8795	36464	
22939 212391						
Disagree	29.4	30.5	28.5	28.3	39.0	
35.5 31.4						
5	22825	9099	4839	2536	13868	
7462 60629						
Strongly disagree	8.2	5.9	9.0	8.2	14.8	
11.6 9.0						
Column	278165	154260	54037	31052	93415	
64595 675524						
Total	41.2	22.8	8.0	4.6	13.8	
9.6 100.0						

Number of Missing Observations: 92006

Q34 Leadership participates in safety activi by XSRRC Recode-
Member Component

Count						
Col Pct	Army	Nat	Army	Res	Navy	Res
Forc	Marine	C	Air	Nati	Air	
Reserv	Row					
6 Total						
Q34						
1	32465	11521	6275	2513	14106	
9952 76832						
Strongly agree	11.7	7.5	11.6	8.1	15.1	
15.4 11.4						
2	79737	51781	18579	8403	38089	
25235 221824						
Agree	28.8	33.5	34.4	27.1	40.9	
38.9 32.9						
3	138307	77401	25443	18010	35243	
25672 320077						
No opinion	50.0	50.1	47.2	58.1	37.8	
39.6 47.5						
4	20588	10762	3086	1590	4331	
2914 43271						
Disagree	7.4	7.0	5.7	5.1	4.6	
4.5 6.4						
5	5401	3043	557	483	1418	
1029 11930						
Strongly disagree	2.0	2.0	1.0	1.6	1.5	
1.6 1.8						
Column	276499	154508	53940	30998	93187	
64801 673934						
Total	41.0	22.9	8.0	4.6	13.8	
9.6 100.0						

Number of Missing Observations: 93596

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Q35 Safety officer has high status by XSRRC Recode- Member Component

Forc	Count Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6 Total		1	2	3	4	5	
Q35							
8393 69390	1	28273	11104	5766	2645	13210	
Strongly agree		10.3	7.2	10.7	8.6	14.2	
13.0 10.3							
19918 182357	2	68142	40683	13452	7117	33045	
Agree		24.8	26.3	25.0	23.1	35.5	
31.0 27.1							
30999 351274	3	146574	86295	29702	17912	39791	
No opinion		53.3	55.8	55.2	58.1	42.7	
48.2 52.3							
3913 50940	4	22452	12692	3903	2231	5747	
Disagree		8.2	8.2	7.3	7.2	6.2	
6.1 7.6							
1121 17841	5	9654	3749	994	925	1398	
Strongly disagree		3.5	2.4	1.8	3.0	1.5	
1.7 2.7							
Column		275095	154524	53817	30830	93191	
64344 671801		40.9	23.0	8.0	4.6	13.9	
Total							
9.6 100.0							

Number of Missing Observations: 95729

Q36 Hazards not fixed quickly are ignored by XSRRC Recode- Member Component

Forc	Count Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6 Total		1	2	3	4	5	
Q36							
970 21267	1	13897	3351	1028	861	1160	
Strongly agree		5.0	2.2	1.9	2.8	1.2	
1.5 3.1							
5090 71009	2	34249	18318	3338	2874	7139	
Agree		12.3	11.8	6.2	9.2	7.7	
7.9 10.5							
23172 282077	3	121666	69213	23880	15378	28770	
No opinion		43.7	44.7	44.3	49.3	30.9	
35.8 41.7							
26424 238275	4	87007	52669	20150	9664	42361	

Disagree	31.2	34.0	37.4	31.0	45.5	
40.8 35.2						
5 21614	11251	5543	2442	13695		
9078 63623						
Strongly disagree	7.8	7.3	10.3	7.8	14.7	
14.0 9.4						
Column	278433	154801	53938	31220	93124	
64734 676250						
Total	41.2	22.9	8.0	4.6	13.8	
9.6 100.0						

Number of Missing Observations: 91280

Q37 Personnel take part in accident invest. by XSRRC Recode- Member Component

Forc	Count Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6 Total		1	2	3	4	5	
Q37							
6826 61822	1	28081	9400	5002	2537	9977	
Strongly agree		10.1	6.1	9.3	8.1	10.7	
10.6 9.1							
26099 261292	2	101038	60795	20204	10330	42826	
Agree		36.2	39.3	37.4	33.1	45.9	
40.4 38.6							
28513 320167	3	135913	75698	26616	16727	36700	
No opinion		48.7	49.0	49.3	53.5	39.4	
44.1 47.3							
2709 26586	4	10889	6828	1847	1304	3009	
Disagree		3.9	4.4	3.4	4.2	3.2	
4.2 3.9							
502 7042	5	3315	1819	301	352	753	
Strongly disagree		1.2	1.2	.6	1.1	.8	
.8 1.0							
Column	279236	154540	53970	31249	93265		
64648 676909							
Total	41.3	22.8	8.0	4.6	13.8		
9.6 100.0							

Number of Missing Observations: 90621

Q38 Training by supervisor helps job safety by XSRRC Recode- Member Component

Forc	Count Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row	ional	Gu	erve	erve	orps Res	onal Gua e
6 Total		1	2	3	4	5	
Q38							
10670 87177	1	37525	13520	6388	3101	15974	
Strongly agree		13.5	8.8	11.8	9.9	17.1	
16.5 12.9							

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

31058	298635	2	114277	67936	23102	13482	48780	
Agree			41.3	44.0	42.9	43.2	52.4	
48.0	44.3							
20813	255507	3	110687	62897	22257	13062	25791	
No opinion			40.0	40.8	41.3	41.9	27.7	
32.2	37.9							
1474	26366	4	11878	8164	1609	1162	2079	
Disagree			4.3	5.3	3.0	3.7	2.2	
2.3	3.9							
660	6428	5	2574	1746	552	367	529	
Strongly disagree			.9	1.1	1.0	1.2	.6	
1.0	1.0							
Column	276942		154262	53908	31174	93152		
64676	674113	Total	41.1	22.9	8.0	4.6	13.8	
9.6	100.0							
Number of Missing Observations: 93417								

Q39 Medical facilities are sufficient by XSRRC Recode- Member Component

		Count							
Forc		Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air	
Reserv	Row		1	2	3	4	5		
6	Total								
Q39									
9231	82943	1	37687	16298	7109	3357	9261		
Strongly agree			13.5	10.5	13.2	10.8	9.9		
14.2	12.3								
21893	242429	2	98034	59610	23358	11797	27736		
Agree			35.2	38.5	43.2	37.8	29.8		
33.8	35.8								
21221	258673	3	112009	63239	18021	12727	31456		
No opinion			40.2	40.9	33.4	40.8	33.7		
32.8	38.3								
7900	60810	4	21319	11113	3827	2339	14311		
Disagree			7.7	7.2	7.1	7.5	15.4		
12.2	9.0								
4541	31399	5	9351	4399	1703	951	10453		
Strongly disagree			3.4	2.8	3.2	3.1	11.2		
7.0	4.6								
Column			278401	154660	54018	31172	93217		
64786	676254	Total	41.2	22.9	8.0	4.6	13.8		
9.6	100.0								
Number of Missing Observations: 91276									

Q40 Leadership ignores safety during promoti by XSRRC Recode- Member Component

		Count									
Forc	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air			
Reserv	Row		ional	Gu	erve	erve	orps	Res	onal	Gua	e
6	Total		1	2	3	4	5				
Q40											
1293	25529	1	15282	4375	1437	953	2189				
Strongly agree			5.5	2.8	2.7	3.1	2.4				
2.0	3.8										
4188	61392	2	29604	14547	3451	3175	6428				
Agree			10.6	9.4	6.4	10.2	6.9				
6.5	9.1										
26980	312658	3	134437	72771	24708	16833	36928				
No opinion			48.2	47.1	45.8	54.0	39.7				
41.7	46.2										
21649	206096	4	75309	50168	17605	8129	33236				
Disagree			27.0	32.5	32.6	26.1	35.7				
33.4	30.5										
10664	70881	5	24452	12596	6761	2107	14300				
Strongly disagree			8.8	8.2	12.5	6.8	15.4				
16.5	10.5										
Column			279084	154457	53962	31198	93081				
64774	676557	Total	41.3	22.8	8.0	4.6	13.8				
9.6	100.0										
Number of Missing Observations: 90973											

Q41 Safety officer is readily available by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row			1	2	3	4	5	
6	Total								
Q41									
10117	78477	1	32374	11746	6042	3134	15065		
Strongly agree			11.6	7.6	11.2	10.1	16.2		
15.7	11.6								
26950	223701	2	79275	49900	17660	8896	41021		
Agree			28.5	32.2	32.7	28.6	44.0		
41.8	33.1								
23902	316863	3	138378	79241	26380	16849	32114		
No opinion			49.8	51.2	48.9	54.1	34.5		
37.0	46.9								
2611	43000	4	21097	11098	2904	1798	3493		
Disagree			7.6	7.2	5.4	5.8	3.8		
4.0	6.4								
966	13769	5	7017	2887	993	465	1440		

*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Strongly disagree	2.5	1.9	1.8	1.5	1.5	
1.5	2.0					
-----+						
Column	278140	154872	53980	31140	93133	
64546	675811					
Total	41.2	22.9	8.0	4.6	13.8	
9.6	100.0					

Number of Missing Observations: 91719						

Q42 This unit has a stable workforce by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row			lional	Gu	erve	erve	orps	Res
6	Total			1	2	3	4	5	
Q42									
-----+									
6900	59533	1	25162	9588	4969	2424	10491		
Strongly agree			9.2	6.3	9.3	7.8	11.4		
10.8	8.9								
-----+									
23485	230381	2	88828	48759	20177	8970	40162		
Agree			32.4	31.8	37.7	28.8	43.6		
36.6	34.5								
-----+									
24662	291746	3	126579	70410	21149	16777	32170		
No opinion			46.1	45.9	39.5	53.9	34.9		
38.5	43.6								
-----+									
6055	62182	4	23964	17921	5330	2379	6534		
Disagree			8.7	11.7	10.0	7.6	7.1		
9.4	9.3								
-----+									
2995	24662	5	9757	6703	1914	578	2715		
Strongly disagree			3.6	4.4	3.6	1.9	2.9		
4.7	3.7								
-----+									
Column	274290	153381	53537	31128	92071				
64098	668505	Total	41.0	22.9	8.0	4.7	13.8		
9.6	100.0								

Number of Missing Observations: 99025									

Q43 Personnel afraid to report problems by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row			lional	Gu	erve	erve	orps	Res
6	Total			1	2	3	4	5	
Q43									
-----+									
938	20501	1	12773	3776	1015	933	1066		
Strongly agree			4.6	2.4	1.9	3.0	1.1		
1.4	3.0								
-----+									
2524	40720	2	20034	9853	2090	2540	3679		
Agree			7.2	6.4	3.9	8.1	4.0		
3.9	6.0								

-----+									
18530	235768	3	104289	58769	17377	13868	22935		
No opinion			37.5	38.0	32.1	44.4	24.7		
28.7	34.9								
-----+									
30799	283069	4	106524	64413	24263	10960	46110		
Disagree			38.3	41.7	44.9	35.1	49.6		
47.6	41.9								
-----+									
11884	95521	5	34367	17779	9336	2953	19201		
Strongly disagree			12.4	11.5	17.3	9.4	20.6		
18.4	14.1								
-----+									
Column	277987	154590	54081	31254	92991				
64675	675578	Total	41.1	22.9	8.0	4.6	13.8		
9.6	100.0								

Number of Missing Observations: 91952									

Q44 Supervisors always investigate accidents by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
Reserv	Row			lional	Gu	erve	erve	orps	Res
6	Total			1	2	3	4	5	
Q44									
-----+									
9294	76435	1	30006	13109	6745	2867	14414		
Strongly agree			10.8	8.5	12.5	9.2	15.6		
14.4	11.3								
-----+									
26999	263403	2	106322	58808	20343	10162	40768		
Agree			38.2	38.3	37.8	32.4	44.1		
41.9	39.1								
-----+									
25474	298602	3	126039	72535	24459	16794	33301		
No opinion			45.3	47.2	45.5	53.6	36.0		
39.5	44.3								
-----+									
2126	27715	4	12863	6551	1853	1255	3068		
Disagree			4.6	4.3	3.4	4.0	3.3		
3.3	4.1								
-----+									
536	7379	5	2803	2571	376	243	850		
Strongly disagree			1.0	1.7	.7	.8	.9		
.8	1.1								
-----+									
Column	278032	153575	53776	31321	92401				
64429	673534	Total	41.3	22.8	8.0	4.7	13.7		
9.6	100.0								

Number of Missing Observations: 93996									

Q45 Environmental cond. kept at good levels by XSRRC Recode- Member Component

Forc	Count	Col	Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nat	Air
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*IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007*

Reserv	Row	Count	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
6	Total	1	2	3	4	5							
Q45													
9488	80690	1	33290	15383	6481	2707	13341						
Strongly agree			11.9	9.9	12.0	8.6	14.3						
14.6	11.9												
31793	311006	2	119971	71585	25673	12552	49433						
Agree			43.0	46.1	47.5	40.1	53.1						
49.0	45.9												
17901	232103	3	102842	56308	18408	13819	22826						
No opinion			36.9	36.2	34.0	44.1	24.5						
27.6	34.3												
3936	41502	4	18006	9008	2881	1894	5777						
Disagree			6.5	5.8	5.3	6.1	6.2						
6.1	6.1												
1796	12260	5	4720	3090	641	328	1686						
Strongly disagree			1.7	2.0	1.2	1.0	1.8						
2.8	1.8												
Column			278828	155373	54083	31300	93062						
64914	677561	Total	41.2	22.9	8.0	4.6	13.7						
9.6	100.0												

Number of Missing Observations: 89969

Q46 Personnel dont use necessary PPE by XSRRRC Recode- Member Component

Forc	Count	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row	1	2	3	4	5						
Q46												
1227	19905	1	11673	3743	1209	811	1242					
Strongly agree			4.2	2.4	2.2	2.6	1.3					
1.9	2.9											
4555	81034	2	40962	18540	4641	3243	9093					
Agree			14.7	11.9	8.6	10.4	9.7					
7.0	11.9											
20847	273106	3	120110	67806	22082	14556	27705					
No opinion			43.0	43.6	40.8	46.5	29.7					
32.1	40.2											
28097	235826	4	83181	53406	19640	10358	41144					
Disagree			29.8	34.3	36.3	33.1	44.1					
43.2	34.7											
10283	69035	5	23662	12024	6497	2358	14211					
Strongly disagree			8.5	7.7	12.0	7.5	15.2					
15.8	10.2											
Column			279589	155520	54069	31325	93395					
65010	678907	Total										

Total 41.2 22.9 8.0 4.6 13.8
9.6 100.0

Number of Missing Observations: 88623

Q47 Job stress is significant problem for me by XSRRRC Recode- Member Component

Forc	Count	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row	1	2	3	4	5						
Q47												
989	22085	1	13630	3821	1021	960	1664					
Strongly agree			4.9	2.5	1.9	3.1	1.8					
1.5	3.3											
3995	53778	2	25014	14272	3284	2660	4553					
Agree			8.9	9.2	6.1	8.5	4.9					
6.2	7.9											
22619	283143	3	123265	70535	21927	14603	30194					
No opinion			44.0	45.5	40.6	46.7	32.3					
35.0	41.7											
26483	231607	4	84106	50562	20191	10056	40209					
Disagree			30.0	32.6	37.4	32.2	43.1					
40.9	34.1											
10610	87832	5	33973	15972	7538	2983	16755					
Strongly disagree			12.1	10.3	14.0	9.5	17.9					
16.4	12.9											
Column			279988	155163	53962	31261	93375					
64696	678445	Total	41.3	22.9	8.0	4.6	13.8					
9.5	100.0											

Number of Missing Observations: 89085

Q48 Leadership insists supervisor think safe by XSRRRC Recode- Member Component

Forc	Count	Army	Nat	Army	Res	Navy	Res	Marine	C	Air	Nati	Air
Reserv	Row	1	2	3	4	5						
Q48												
13725	115922	1	47550	21970	8976	4432	19270					
Strongly agree			17.0	14.2	16.6	14.1	20.6					
21.1	17.1											
31548	306214	2	120332	69936	23879	12372	48148					
Agree			43.0	45.1	44.1	39.4	51.5					
48.6	45.1											
17908	233301	3	101144	56470	19705	13981	24092					
No opinion			36.1	36.4	36.4	44.5	25.7					
27.6	34.4											

IE-2009-003 Evaluation of the DoD Safety Program:
Guard & Reserve Safety Perception Survey Results 2007

1232	17879	4	7958	5392	1143	439	1716	
Disagree			2.8	3.5	2.1	1.4	1.8	
1.9	2.6							
497	5707	5	2874	1411	397	173	355	
Strongly disagree			1.0	.9	.7	.6	.4	
.8	.8							
Column	279857	155178	54099	31397	93580			
64910	679022	Total	41.2	22.9	8.0	4.6	13.8	
9.6	100.0							
Number of Missing Observations: 88508								

Q49 Leadership sets goals-hold all accountab by XSRRC Recode-
Member Component

Forc	Count							
Reserv	Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nati	Air	
Row		ional	Gu	erve	erve	orps Res	onal	Gua e
6	Total	1	2	3	4	5		
Q49								
8491	72837	1	30506	11944	6130	2760	13004	
Strongly agree			10.9	7.7	11.3	8.8	13.9	
13.1	10.7							
23377	206653	2	75677	49794	16269	7504	34031	
Agree			27.1	32.1	30.1	23.9	36.4	
36.1	30.5							
28459	340074	3	149026	77324	27632	18431	39202	
No opinion			53.3	49.9	51.2	58.7	42.0	
44.0	50.1							
3306	44825	4	17746	12503	3428	2189	5652	
Disagree			6.3	8.1	6.3	7.0	6.1	
5.1	6.6							
1041	13748	5	6777	3387	559	489	1495	
Strongly disagree			2.4	2.2	1.0	1.6	1.6	
1.6	2.0							
Column	279733	154953	54019	31373	93385			
64674	678136	Total	41.3	22.8	8.0	4.6	13.8	
9.5	100.0							
Number of Missing Observations: 89394								

Q50 Personnel rarely dev. safety requirement by XSRRC Recode-
Member Component

Forc	Count							
Reserv	Col Pct	Army Nat	Army Res	Navy Res	Marine C	Air Nati	Air	
Row		ional	Gu	erve	erve	orps Res	onal	Gua e
6	Total	1	2	3	4	5		
Q50								

1439	26866	1	16947	3900	1532	869	2178	
Strongly agree			6.1	2.5	2.8	2.8	2.3	
2.2	4.0							
6749	84393	2	37584	21433	5937	3366	9323	
Agree			13.5	13.8	11.0	10.7	10.0	
10.4	12.5							
28098	327620	3	139076	77870	26625	18495	37456	
No opinion			50.0	50.2	49.4	59.0	40.2	
43.4	48.4							
22012	193318	4	70017	44436	15502	6798	34554	
Disagree			25.2	28.6	28.8	21.7	37.0	
34.0	28.6							
6508	44659	5	14736	7532	4298	1825	9759	
Strongly disagree			5.3	4.9	8.0	5.8	10.5	
10.0	6.6							
Column	278361	155172	53894	31353	93269			
64807	676856	Total	41.1	22.9	8.0	4.6	13.8	
9.6	100.0							
Number of Missing Observations: 90674								

Appendix I – Acronyms

ADUSD (ESOH)	Assistant Deputy Under Secretary of Defense (Environmental Safety, and Occupational Health)
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DSOC	Defense Safety Oversight Council
DUSD(R)	Deputy Under Secretary of Defense for Readiness
MACOM	Major Command (Army)
MAJCOM	Major Command (Air Force)
NCO	Non-commissioned Officer
NSC	National Safety Council
OIG	Office of Inspector General (DoD)
ORM	Operational Risk Management
OSD	Office of the Secretary of Defense
P&R	Personnel and Readiness
SecDef	Secretary of Defense
USD (P&R)	Under Secretary of Defense for Personnel and Readiness

Appendix J – Report Distribution

Office of the Secretary of Defense

Under Secretary of Defense (Policy)
Under Secretary of Defense (Personnel and Readiness)
Under Secretary of Defense (Comptroller)
Under Secretary of Defense (Intelligence)
Under Secretary of Defense (Acquisition, Technology, and Logistics)

Department of the Army

Inspector General, Department of the Army

Department of the Navy

Naval Inspector General
Auditor General, Naval Audit Service

Department of the Air Force

Inspector General, Department of the Air Force

Joint Chiefs of Staff

Deputy Inspector General

Other Defense Organizations

Defense Security Cooperation Agency
Defense Commissary Agency
Defense Contract Audit Agency
Defense Finance and Accounting Agency
Defense Intelligence Agency
Defense Security Service
National Geospatial-Intelligence Agency
National Security Agency
Defense Advances Research Projects Agency
Defense Contract Management Agency
Defense Logistics Agency
Defense Threat Reduction Agency
Missile Defense Agency
Defense Information Systems Agency
Defense Legal Services Agency
Pentagon Force Protection Agency

Non-Defense Federal Organizations and Individuals

National Safety Council

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member

Senate Committee on Appropriations
Senate Subcommittee on Defense
Senate Committee on Armed Services
Senate Committee on Governmental Affairs
Senate Judiciary Subcommittee on Technology, Terrorism, and Government Information
House Committee on Appropriations
House Subcommittee on Defense
House Committee on Armed Services
House Committee on Government Reform
House Committee on the Judiciary
House Subcommittee on National Security, Emerging Threats, and International Relations,
Committee on Government Reform
House Subcommittee on Technology, Information Policy, Intergovernmental Relations, and the
Census, Committee on Government Reform

THE MISSION OF THE DoD OIG

The Office of Inspector General promotes integrity, accountability, and improvement of Department of Defense personnel, programs, and operations to support the Department's mission and to serve the public interest.

GENERAL INFORMATION

Forward questions or comments concerning the evaluation of Defense Installation Vulnerability Assessments and other activities conducted by the Inspections & Evaluations Directorate to:

Inspections & Evaluations Directorate
Office of the Deputy Inspector General for Policy and Oversight
Office of Inspector General of the Department of Defense
400 Army Navy Drive
Arlington, Virginia 22202-4704
crystalfocus@dodig.mil

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COM: 703.604.9130 (DSN 664.9130)

FAX: 703.604.9769

EMAIL: crystalfocus@dodig.mil

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